Creative Execution Scan

Sample Report

N=60

June 16, 2018

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I.   Introduction

Your organization has taken the first step toward enhancing your success by responding to the Creative Execution Scan. This feedback report represents the next step; as you page through this document, you will learn the extent to which your company demonstrates the five key elements of Creative Execution: *Articulates a Unique Strategy*, *Fosters Candid Dialogue*, *Spells Out Clear Roles and Accountabilities*, *Takes Bold Action* and *Provides Visible Leadership*. Companies that truly live these five elements are poised for victory, right now, and years from now. You will discover your CE strengths and developmental needs, and you will be provided with the tools you need to raise your CE profile.

How to Interpret this Report

We recommend reading the report from cover to cover. For your convenience, we have included specific guidelines on what to pay attention to at the top of each page. This feature will enable you to capture the essential information presented in each section of your report.

The report includes an extent of agreement score designed to give insight into how consistently your organization demonstrates Creative Execution. Each table throughout the report has a column labelled "Standard Deviation". The *lower* the standard deviation score, the *more* respondents were in agreement as to the extent to which the organization demonstrates this dimension or item. The column labelled "Agree" describes whether the consistency of reponses can be considered high, medium or low. From a practical perspective, a low level of agreement represents a wide range of responses to a particular item or dimension.

Taking Action

Accountability for action is essential to elevate your Creative Execution profile. This report is not only a diagnostic tool, but also a blueprint for improvement; its value can only be maximized when you do something meaningful with the information it contains. To help you move forward, we have included a set of development plans with powerful exercises to advance in each of the five Creative Execution dimensions. These plans are presented in section VII, the last section of your report. Please read the instructions at the beginning of this section carefully, as they will guide you to effectively engage in the exercises and help sustain the advancement you will achieve.

II. Overall Profile

The Overall Profile displays your organization's performance on each of the five dimensions of Creative Execution, on a scale of 0 to 100. These results are presented in bar graph and tabular format. This data gives you a high level view of your company's relative CE strengths and potential areas for improvement. On this page, note your highest as well as your two lowest dimension scores. Also note the extent of agreement for each dimension of Creative Execution

Articulates A Unique Strategy
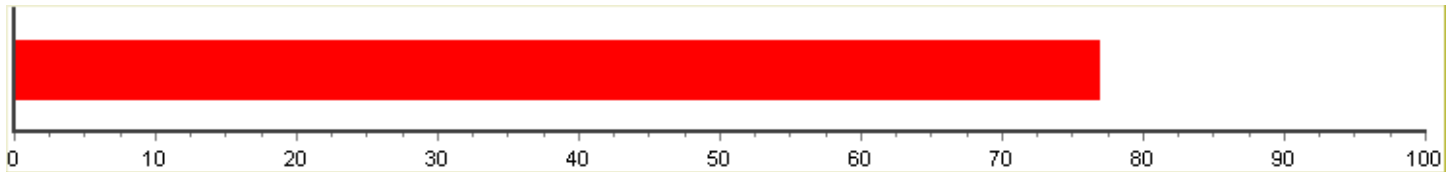
Fosters Candid Dialogue
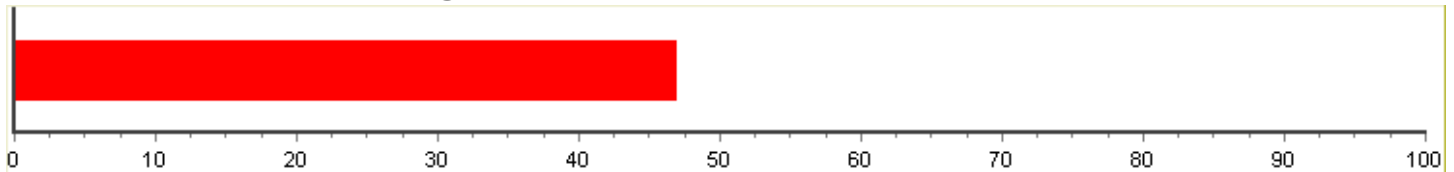
Spells Out Clear Roles and Accountabilities
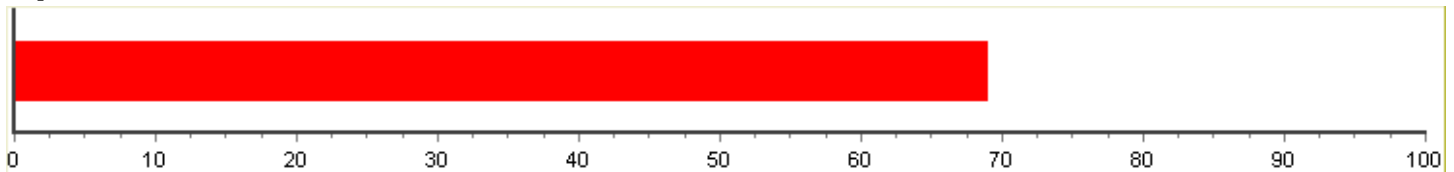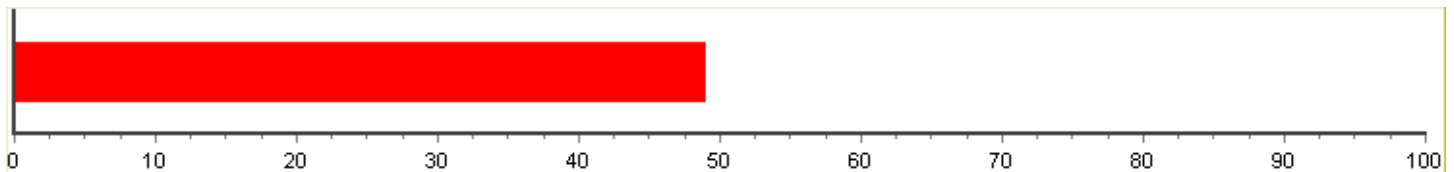
Takes Bold Action

Provides Visible Leadership
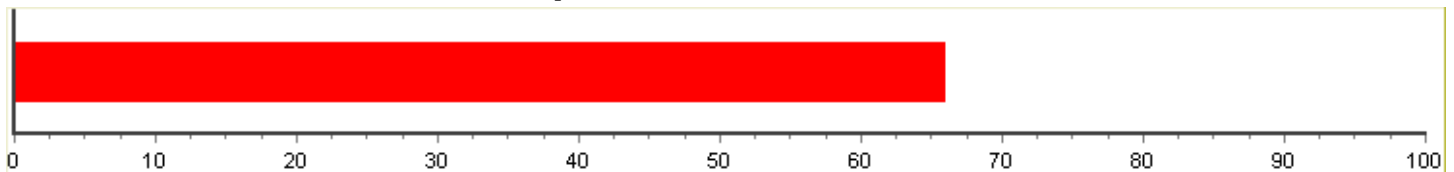
Dimension	Avg	StDev	Agree

Articulates A Unique Strategy	77	18.1	L
Fosters Candid Dialogue	47	17.0	M
Spells Out Clear Roles and Accountabilities	69	15.4	L
Takes Bold Action	49	14.3	M
Provides Visible Leadership	66	16.0	L

III. Highest and Lowest Items

This page lists the five items people in your organization rated the highest of all 50 items in the Creative Execution Scan, as well as the five lowest rated items. You may interpret these five highest rated items as your company's relative Creative Execution strengths, or the behaviors you are demonstrating that are contributing to your success. The five lowest rated items may be considered as potential developmental opportunities for your organization with respect to Creative Execution.

The "N" column of the table represents the number of individuals in your organization who responded to the particular item presented.

Overall Five Highest Item-Level Scores

Item	Avg	StDev	Agree	N
I understand the long-term strategy of this organization	90	29.5	L	59
I have a good understanding of the short-term goals of this organization	89	24.8	L	59
I understand how my work directly contributes to our strategic priorities	87	24.8	L	60
I understand how our strategy differentiates us from the competition	87	31.5	L	60
Our strategy is simple and unambiguous	83	29.1	L	60

Overall Five Lowest Item-Level Scores

Item	Avg	StDev	Agree	N
Our leadership insists on understanding the facts from the trenches	27	29.3	L	60
We are encouraged to admit mistakes and to learn from these	34	27.2	L	59
We seize the moment; we act at the opportune time	36	28.7	L	60
Our leadership acts too impulsively, to the detriment of the organization*	63	28.1	L	60
We act decisively to produce desired outcomes	42	24.3	L	60

Lower scores are preferable on these counter-productive items.

IV. Detailed Feedback

This section of your report presents item level scores for each of the five dimensions of Creative Execution. The 10 items listed on each page are the actual questions that contribute to your organization's score on that dimension. Nine of these items represent positive behaviors and one, marked with an asterisk (*), represents a counterproductive behavior - a behavior you would want to minimize or eliminate. Given that low counterproductive item scores are preferable, they are considered to be equivalent to high productive item scores. The 10 items are presented in order from highest to lowest average score.

Under each dimension, note your organization's item level strengths, represented by higher scores in the column labelled "Average". Also note the items on which your company has been rated relatively lower. Keep in mind that even when your overall score on a particular dimension is high, you may have one or two weaker item scores that merit your attention. Think about what you can do to improve on these items. Likewise, if your overall score on a given dimension is weak, it makes sense to note the item or items you did relatively well on. Think about what you can do to maintain or increase these strengths.

Also note the extent of agreement on these high or low rated item scores. Do people in the organization feel the same about this element of Creative Execution?

Articulates A Unique Strategy

Overall Score
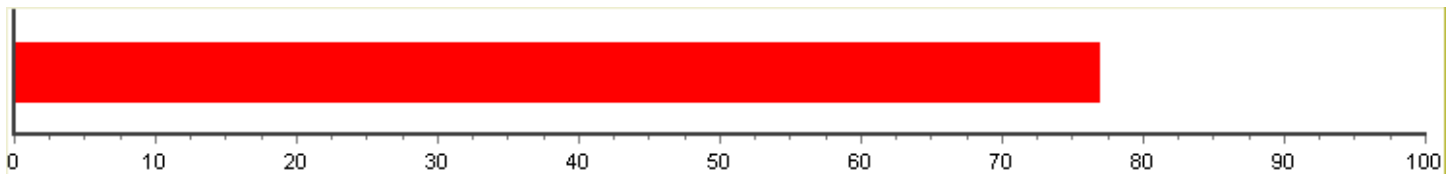
Item Scores

Item	Avg	StDev	Agree	N
I understand the long-term strategy of this organization	90	29.5	L	59
I have a good understanding of the short-term goals of this organization	89	24.8	L	59
I understand how our strategy differentiates us from the competition	87	21.5	M	60
Our strategy is simple and unambiguous	83	29.1	L	60
Customer service is a top priority in our organization	78	23.5	L	59
Our strategy often gets hijacked by unforeseen crises or new priorities*	28	23.8	L	60
Our leadership clearly explains how the strategy will be executed	69	26.6	L	60
This organization makes a concerted effort to build on its strengths	69	20.5	M	60
I am excited about the organization's direction	66	33.3	L	60
I feel confident that we have the right strategy in place	63	29.8	L	60

Fosters Candid Dialogue

Overall Score
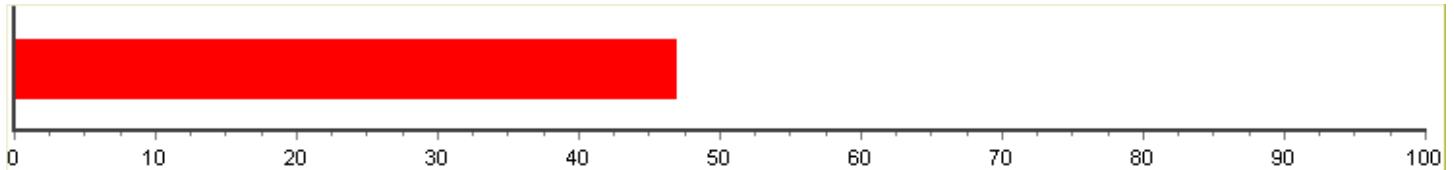
Item Scores

Item	Avg	StDev	Agree	N
The organization's leaders are open to hearing various opinions	63	26.3	L	59
We tend to ignore warning signals or critical feedback*	38	23.3	L	60
There are no sacred cows when it comes to executing our strategy	51	22.1	M	59
I can trust what this organization tells me	49	26.9	L	59
My manager communicates in a frank and honest manner with me	49	29.6	L	60
My manager helps me develop to my fullest potential	48	31.2	L	59
People who challenge the status quo are valued at this organization	47	31.2	L	60
I am made aware of changes that will affect me	44	27.7	L	59
We are encouraged to admit mistakes and to learn from these	34	20.2	M	59
Our leadership insists on understanding the facts from the trenches	27	29.3	L	60

Spells Out Clear Roles and Accountabilities

Overall Score
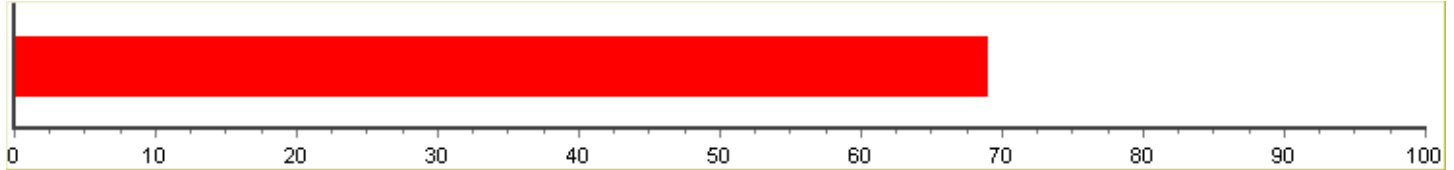
Item Scores

Item	Avg	StDev	Agree	N
I understand how my work directly contributes to our strategic priorities	87	24.8	L	60
My boss communicates crystal clear expectations of my deliverables	73	24.2	L	59
I would like to have more opportunity to contribute what I do best	72	19.8	M	59
My manager is ineffective at resolving performance issues*	28	28.8	L	59
I try to create and innovate everyday in my role	67	29.5	L	60
I feel a sense of responsibility in my role	65	30.3	L	60
I am surrounded by highly competent and motivated individuals	64	26.3	L	59
We know when to collaborate and when to move forward on our own	63	27.8	L	59
I have sufficient authority to make decisions when I need to	58	33.6	L	60
People are held accountable and are measured by clear performance standards	87	21.8	M	60

Takes Bold Action

Overall Score
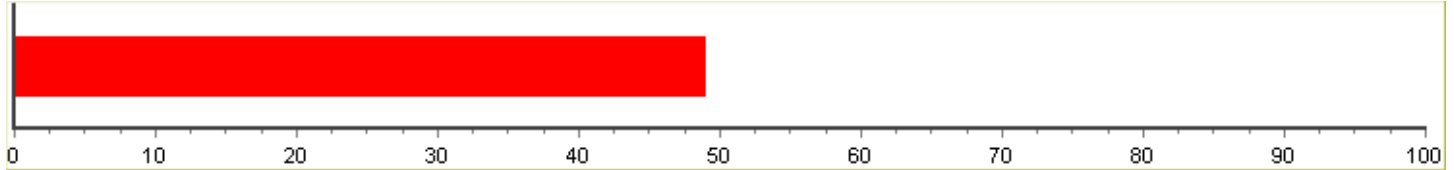
Item Scores

Item	Avg	StDev	Agree	N
I am willing to give extra effort to help my company succeed	65	12.8	H	59
My manager is able to successfully make the tough calls	61	27.5	L	60
As an organization we push for improvements in quality and operational excellence	56	25.6	L	59
In this organization, we are encouraged to keep a laser-like focus on achieving our goals	51	24.8	L	59
We seize the moment; we act at the opportune time	51	28.4	L	60
Our organization does what is necessary to accomplish audacious goals	51	29.7	L	59
Our leaders make bold decisions to move our strategy forward	49	26.3	L	60
In this organization, people deliver on time and on budget	45	24.7	L	60
We act decisively to produce desired outcomes	42	24.3	L	60
Our leadership acts too impulsively, to the detriment of the organization*	63	22.1	M	60

Provides Visible Leadership

Overall Score
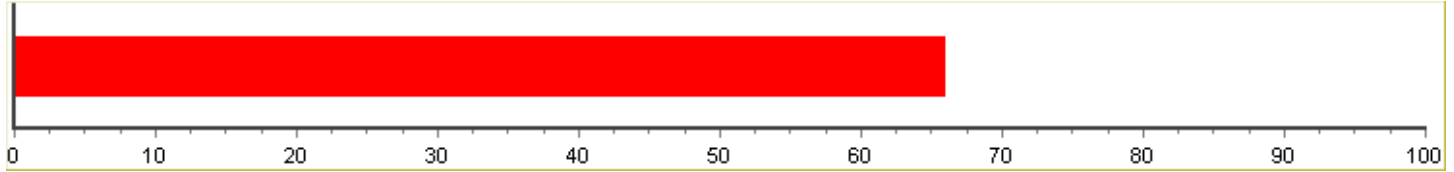
Item Scores

Item	Avg	StDev	Agree	N
I feel like I'm encouraged to lead	72	25.6	L	60
My manager effectively role models the values of this organization	69	24.3	L	59
Our senior leaders remain visible during difficult times	69	27.7	L	60
I understand what it takes to be a successful leader in this organization	68	22.2	M	59
Our senior leaders widely communicate successes and failures	68	25.9	L	60
My manager motivates me to achieve great results	67	27.4	L	59
Our leadership clearly walks their talk	64	26.3	L	59
Our leadership is too aloof or detached*	37	27	L	59
Our management team seems committed and energized	61	27	L	60
Our senior leaders are approachable and visible	60	28.3	L	59

V. Qualitative Feedback

This section presents your organization's verbatim responses to two open-ended questions. This section has a dual purpose; first, it allows respondents to articulate their top of mind impressions, and second, it reveals key details of your organization's context, allowing for a richer interpretation of the quantitative data.

As you review this section, pay attention to the trends and themes in people's responses, as these will likely prove the most substantive areas for you to consider addressing moving forward. Treat isolated comments as likely representing an impression formulated in response to a particular circumstance or experience, as opposed to a general area of concern. This does not mean unusual statements should be dismissed, but rather, your organization should focus its improvement efforts on the commonalities in the data.

1) What could the leadership of your organization do in order to create more excitement about, and commitment to, your strategy?

- < comments to appear here>

2) What are the greatest impediments to unleashing innovation and creativity in your organization?

- ▪ < comments to appear here>

VI. Demographics

This section of the report details the particular demographic information your organization has requested be captured as respondents answered the online Creative Execution Scan.

Domain/Division

Value	Count
No Response	5
Atlantic	18
Central	25
Prairies	8
West	4

Functional Area

Value	Count
No Response	
Communications	7
Contracts/Legal/Purchasing	3
Customer Support	4
Design/Engineering	7
Finance	3
HR	4
IT	5
Management	9
Operations	5
Project Management/Bids	
Quality/Assurance	
Sales/Marketing	

Level/Title

Response	Count
No Response	
Director	3
Manager	4
Vice President	4

VII. Development Plans

How to work through the Plans

As indicated in the introductory remarks, the most important step in attaining Creative Execution excellence is endeavoring to utilize the information in this report. The following section contains transformational exercises to elevate your CE profile. To effectively complete these exercises in your company, we recommend you follow the steps below:

Step 1: Form a Creative Execution Action Team

- Ask individuals in your organization to designate themselves Creative Execution Action Team members (we recommend at least five individuals)
- The Action Team will be charged with managing the exercises in the development plans provided in this report, and ultimately, leading Creative Execution improvement within your company

Step 2: Evaluate your strengths and development needs

- Note the one Creative Execution dimension on which your organization received the highest overall score (i.e., *Provides Visible Leadership*)
- Assign this dimension to be managed by one of your CE Action Team members
- Note the two dimensions on which your organization achieved the lowest overall scores (i.e., *Fosters Candid Dialogue* and *Takes Bold Action*)
- Assign the lowest scoring dimensions to two other Action Team members (one dimension each)

Step 3: Methodically work through the exercises

- The Creative Execution Action Team members in charge of the dimensions to be addressed need to engage the appropriate members of the organization to complete the exercises. Some exercises will require the input of leadership only, while others request the input of all people managers or all employees, as the case may be.
- The responsible Action Team member will capture the responses of the population using their preferred methodology (i.e., via email, anonymous paper and pencil, internal post…)
- It is recommended that the population be given a precise deadline to provide their responses (we recommend undertaking one exercise per month)

Step 4: Feedback to the Organization

- The CE Action Team should present the outcome of the exercises to the larger organization
- In so doing, the Action Team should consider the following two questions:
    - What did we learn from this exercise?
    - What are we going to do differently moving forward?
- The CE Action Team, together with leadership, will determine next steps to carry forward the recommended changes that will serve to enhance Creative Execution in your organization
- We recommend that desired outcomes and accountabilities be clearly defined

Step 5: Follow up

- It is recommended that the CE Action Team member in charge of a particular dimension stay in touch with those accountable for implementing the desired changes and assess progress periodically

Step 6: Address remaining dimensions

- Once this process is complete for your organization's highest and two lowest dimensions, repeat Steps 3 through 5 to work through for the development plans for the remaining two Creative Execution dimensions

Step 7: Evaluate your progress

- We recommend that you re-run the Creative Execution Scan after 12-18 months, to assess the positive gains you have made

Fosters Candid Dialogue

Candid dialogue is an essential component of Creative execution; it is the "secret sauce" that promotes trust among members of an organization. The people of leading edge organizations are honest, incisive, and willing to question each other for the benefit of the business. They speak in a plain, transparent fashion, rather than in code. They deliver meaningful feedback that is retained, because it is often something no one else has mentioned before. Mistakes are considered valuable opportunities for learning and there is openness to the ideas and opinions of others.

Your results on the Creative Execution Scan suggest that your organization would benefit from elevating the openness with which you communicate. Presently, your organization's communication style is suboptimal. On a positive note, working through the exercise below will enable your people to elevate the degree of transparency with which they interact, for the benefit of all.

a) **Blue Sky**. Every person in the organization should respond to the following key question: "What would you tell your boss if there were no perceived negative repercussions?"

_____

_____

_____

_____

For each message to the boss, examine, what are the consequences of not speaking up?

_____

_____

_____

_____

b) **Speaking Plainly**. Speaking in plain, transparent language is key to the concept of Candid Dialogue. Practice this critical skill by translating cryptic statements into messages that truly convey what you mean:

Cryptic Statement	What I really mean is…
"This is interesting"	"I disagree"
"We have a supportive environment"	"We're too indecisive"

c) **Soliciting feedback**. Your people need to make it a habit of demonstrating greater interest in the thoughts and opinions of others. For example, when a leader presents an idea, they might say, "I feel very strongly that this is the right course of action, but *I am interested in your opinion… am I missing something?*" The italicized phrases are an explicit means of soliciting feedback; these words will show others that you care what they have to say and are open to hearing other opinions.

d) **Offering feedback** – There is such a thing as too much feedback, but your results suggest that this is far from a concern. Think about each person on your team's performance. What are you not telling them that they need to know, in order to do better? Follow the instructions below to deliver effective performance feedback:

i. Meet with people one-on-one

ii. Point out the problem in a straightforward, yet supportive way

iii. Ask direct report for assessment of the situation and for their recommendation as to how to proceed

iv. Draw up development plan together; this will help the individual feel confident and more committed to the plan

Takes Bold Action

When leaders of an organization take Bold Action, they demonstrate the courage of their convictions…so certain are they that the right strategy is in place, the right people are prepared to do the right things, that decisive action to move forward is the natural next step. It is this component of Creative Execution that enables leaders to succeed against the odds. Winning organizations are those that dare to take risks, seize the moment, and make desired outcomes their reality.

The Creative Execution Scan reveals that your organization is limited in terms of its action orientation and appetite for well-calculated risk. This is problematic, as Bold Action is required to demonstrate commitment to moving your organization's strategic objectives forward. By working through the exercise to follow, you will discover what may be holding you back, elevating your capacity to deliver on your strategy.

a) **Reflect on your reticence**. Use the questions below to reflect on your reticence to be Bold:

   1. What are the barriers to Bold Action in your organization (e.g., fear of negative repercussions, risk averse leadership, lack of resources, indecision…)

   _____

   _____

   _____

   _____

   2. What message are you sending to the employees of the organization by failing to act boldly?

   _____

   _____

   _____

   _____

b) **Shift the pendulum**. Use the questions below to brainstorm and execute an effective Bold Action:

   1. How can you overcome the barriers to Bold Action noted in question number 2 above?

   _____

   _____

   _____

2. Imagine there is an article in one month's time about your organization on the front page of your national newspaper's Business section. The headline reads, "*Their Boldest Move Yet*". What would they be writing about?

_____

_____

_____

_____

3. Using your response above for input, what are you willing to do in the short term that you would characterize as ambitious or audacious? What are the required steps and resources to execute this bold action?

Bold Action:

Steps	Required Resources	Timeline

Follow Through

Once you have worked through the Development Plans, determine the answers to the following questions with your Creative Execution Action Team:

1) How will you obtain buy-in from the organization's leaders to support your findings and the recommendations of the Action Team?

2) How will you position your recommendations/actions to different stakeholders to ensure they accept and champion these?

3) How will you monitor progress against these plans and communicate successes and lessons learned as you execute?

4) How will you personally take ownership of the behaviours that will ensure success and become a more effective Creative Execution leader?