

# Practicing Perfection®

An exclusive profile for

[SAMPLE]

**P**racticing  
**P**erfection  
✓ **I**nstitute

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## I. Executive Summary

This report has been prepared by the Practicing Perfection Institute, Inc. on behalf of [SAMPLE]. Its intent is to identify the current state of the [SAMPLE] divisions of [SAMPLE] relative to their organizational propensity for error, and to define what can be done to move these units to the next level of performance.

The contents are based upon information gathered through interviews with a cross-section of personnel from each division, as well as insights gained from the Practicing Perfection® Culture Survey.

The intent of the report is to identify current cultural and organizational issues that tend to set people up to make mistakes within [SAMPLE] divisions of [SAMPLE], as well as within the sub-teams that make up these divisions. Based upon the insights gained, recommendations are provided that when properly employed, will greatly reduce the potential for and the incidence/severity of human error.

The most significant findings of this report include:

- **Bureaucracy, multiple layers of required approval, and responsibility without commensurate authority are causing significant frustration and lack of efficiency.**
- **Communications between work groups and departments is a significant challenge.** This is exacerbated by geographical separation and cultural differences.
- **In some areas, there are significant delays in getting equipment fixed / calibrated .**
- **There does not appear to be a common vision within [SAMPLE].** There is anxiety amongst the workforce about how the rest of [SAMPLE] views the organization and what the future may hold. Many members of the organization are uncertain about where the organization is headed.
- **Numerous projects have gone beyond schedule and over budget without apparent accountability .** Once project capital has been consumed, many of these uncompleted projects have become the burden of O&M.
- **Successes are not currently being regularly celebrated.**

- **The majority of the workforce is strongly dedicated to providing excellent customer service and doing the right thing.** This is one of the reasons that the layers of bureaucracy are causing such frustration.
- **The majority of the workforce has a high opinion of [SAMPLE] as an organization.**
- **The current Practicing Perfection® Index score for [SAMPLE] is 65.76.**

SAMPLE

## II. Report Overview

### A. Intent

The intent of the report is to identify current cultural and organizational issues within [SAMPLE] that are setting people up to make mistakes, and to outline what can be done to move these organizations in a direction that will minimize both the frequency and severity of human error as quickly and efficiently as possible.

Let's face it- mistakes cost money. Studies have shown that mistakes in organizations add significantly to the cost of doing business. Historical statistics bear out the fact that an ongoing incidence of minor mistakes will, if not learned from and corrected, lead to more significant errors. Significant (or 'con sequential') errors can result in system downtime, loss of revenue, and in the worst cases, someone getting hurt or even killed.

Additionally, the cultural and organizational issues that tend to set people up to make mistakes also tend to increase worker stress and lower morale. Addressing these issues provides a multitude of benefits leading not only to the reduction of human error, but also to a greater sense of 'team', common vision and purpose, higher morale, and higher levels of overall performance.

### B. Our Beliefs

It is possible for an organization to practice perfection.

In fact, it is not only possible, it is mandatory for any organization striving to achieve and sustain 'best of the best' or 'world class' status.

We believe that "perfection" has been given a bad rap. Such is the case because "perfectionism" on behalf of individuals typically leads to obsessive behaviors, mammoth levels of chronic stress, general dissatisfaction, disappointment, (and even) despair. Why? On any given day, any one of us can make a mistake. Yes, its true - human beings are fallible. We have yet to meet a "perfect" person.

So, if we agree that individuals are indeed prone to making mistakes, how then can an organization, "practice perfection?"

An organization, the larger "master team", is made up of smaller organizations (sub-teams). These sub-teams have both primary

and secondary roles within the master team. Likewise, each sub-team is composed of individuals, each of whom has one or more primary and secondary roles within the sub-team. The dynamics amongst the individuals forming a given sub-team create the culture of the sub-team. The dynamics between sub-teams roll up to create the culture of the larger [organization] master team.

An organization is a group of individuals with a shared vision, a common purpose, and structures, policies, and procedures used to apply resources toward achievement of common objectives. The role of the organization is the division of labor and the coordination of effort (i.e., what gets done by whom). While these elements should be designed and orchestrated to promote efficient and error-free performance, oftentimes there are elements that are doing exactly the opposite.

The culture of the organization is the system of commonly held values and beliefs amongst organization members that influence the attitudes, choices, and behaviors exhibited on a day-to-day basis (i.e., how the work gets done).

It is our belief that addressing both of these elements is critical if an organization is to practice perfection.

Before we go any further, let us identify one of the primary precepts of Practicing Perfection®:

- **84 to 94 percent of all human error can be directly attributed to process, programmatic, or organizational issues.**

Statistics have shown that in spite of the fact that individuals are indeed fallible, the majority of errors within any organization can be attributed (in whole or in part) to aspects of the organization itself. With this in mind, it should be clear that appropriate focus on the aspects of the organization- on its processes, programs, and structures, can eliminate the majority of organizational error.

So... if 84% to 94% of human error can be effectively eliminated by addressing process, programmatic, and organizational issues, what about the remaining six to sixteen percent? Appropriate strategies and tools, when properly employed, will lower the incidence of individual error to the lowest possible levels of frequency and severity. Secondly, these same tools and strategies will uncover and eliminate any remaining individual errors before they actually cause damage, result in rework, or evoke customer dissatisfaction.

The result? An organization that , over time, makes fewer and fewer mistakes- an organization that practices perfection.

What does Practicing Perfection® create?

- A safer, more efficient, more profitable organization
- Flawless interface between the organization and its customers
- Flawless interface between organization sub -teams
- A fun, positive, proactive work environment
- Happier, more content, more fulfilled team members

So...where to begin?

The information in this report is the beginning point. Identifying where [SAMPLE] currently stands relative to the concepts of Practicing Perfection®, and understanding the associated underlying organizational and team issues allows us to see not only where we are, but where we need to go. With this information, we can chart a path to make rapid, viable, and sustainable performance improvement.

## C. Categories of Analysis

The insights contained in this report are the result of analysis of information acquired through the following:

- Responses to the Practicing Perfection® Culture Survey
- Interviews with personnel

### Responses to the Practicing Perfection® Culture Survey

One-hundred-sixteen individuals completed and submitted the Practicing Perfection® Surveys. This resulted in a completion ratio of 76.5%.

We typically see higher response ratios (90 to 100%); however, we recognize that geographical separation and lack of computer access by some personnel made it difficult for them to complete the Survey. We were also made aware of a couple of employees who did not complete the Survey due to being on vacation or otherwise not at work during the Survey response period.

Though the overall response ratios were somewhat low, 64 out of 116 respondents (55.2%) offered written comments, the majority of which were of high quality, either voicing tangible concerns or offering positive input. The nature of the comments received, combined with insights gained during the interview process indicate a workforce that is very dedicated to the job, to the customers and to the organization.

### Interviews with Personnel

A cross-section of personnel was interviewed as part of this analysis. The purpose of the interviews was two-fold: (1) to understand the different job functions within the organization, and (2) to get a feel for the general attitudes and predominant challenges of the workforce.

A total of 55 members of [SAMPLE] were interviewed. Interviewees were diversified both geographically and by job function within organization divisions.

[SAMPLE] Interviewees:

**NAME**

**TITLE**

[All interviewees listed here...]

### Practicing Perfection® Index

The Practicing Perfection® Index is a proprietary metric created by The Practicing Perfection Institute, Inc. that combines elements of the Practicing Perfection® survey with other key insights regarding the organization. Its intent is to quantify an organization's propensity for making mistakes. Items within the Index are weighted based upon how each plays into the scheme of the propensity for human error within the organization. Cultural aspects considered include:

- Management Commitment Level
- Systems / Structures
- Commitment / Caring
- Awareness
- Openness
- Error-Likely Environment
- Readiness / Willingness / Ability to Learn

By weighting the factors and providing a standard metric, various comparisons can be made. These can include comparisons with organizations of similar size, in the same industry, etc. Perhaps most importantly, the Index allows comparison of the present state with that of a future state, providing a quantifiable measure of return on investment (ROI) for efforts taken to improve.

The Index uses a score from one to 100, with 100 being a perfect score. Those organizations achieving 90 or better can be considered the 'best of the best' (otherwise known as "world class").

#### **D. Sub-team Grouping**

As mentioned previously, every organization (master team) consists of a series of smaller sub-teams.

Each of the sub-teams has its own set of cultural dynamics. These dynamics, combined with the temperament and attitude of senior management, as well as the interface dynamics between sub-teams, roll up to create the cultural dynamic of the larger master team. The specific sub-teams utilized for this analysis included:

- Management Team
- [SAMPLE]
- [SAMPLE]
- [SAMPLE]
- [SAMPLE]
- [SAMPLE]

In addition to sub-teams, additional groupings (“slices”) of data were reviewed to identify any characteristics of interest. These included a look by position designation, as well as by time with the company.

When analyzing an organization, it is important to recognize and understand the dynamics that various groupings and “slices” can provide. This understanding allows us to focus resources on ‘fixing’ what needs to be fixed, as well as expanding that which can be capitalized upon.

#### **E. How the Analysis was Conducted**

All of the information obtained during the gathering process was considered. For example, insights gained during interviews / discussions were combined with insights gained from the metrics and written comments provided by the online Survey. These insights were used to draw conclusions.

The primary analyst for this report was Tim Autrey. His conclusions were peer checked by other members of the Practicing Perfection Institute, Inc. to ensure accuracy and consensus of the findings.

The Practicing Perfection® Index score (see section III.D) is the result of a proprietary metric that quantifies all of the aspects considered (as noted in the Categories of Analysis section above).

### III. Current State of Affairs

#### A. Organizational Overview

NOTE:

While positive comments are indicated in this report, the primary intent is to identify areas where focus can be placed to eliminate error and improve performance. Therefore, the majority of comments contained in this report will be constructive in nature .

[SAMPLE] consists of a highly dedicated employee base. Job satisfaction levels and attitude toward the company are generally quite positive.

There is an underlying question by the department members regarding how the rest of [SAMPLE] perceives the [SAMPLE] organization (it is not generally thought to be positive). Additionally, there is a general feeling that the organization itself has not clearly defined what it is or where it is headed, and there are some concerns about what the future might hold for the department.

Bureaucracy seems to be a major challenge for most of the members of this department. Numerous examples were cited during the interviews and in the Survey written comments. Bureaucracy was the most common “setup” element cited in THE Culture Survey (Q37).

There is a long term focus on achieving profitability/sustainability within this organization. When specifically questioned regarding the potential for achieving sustainability, department members indicated that they believed this to be a possibility; however, many cited issues and challenges that they believe will need to be overcome for this to occur. Examples included:

- Since [SAMPLE] is to a large extent a retail organization, many expressed the need to restructure processes and authority levels to be able to efficiently meet the needs and demands of the retail environment.
- A more cohesive long term vision and sense of common purpose.

- Better planning, follow-through, and accountability for new projects.

In the interviews, department members indicated that staffing levels and workload, while at times challenging, are about where they should be; however, the Survey numerical score for this issue, scored relatively low (Q6- 2.50), indicating a sense of being understaffed. This sentiment was rather acute in [SAMPLE] and [SAMPLE], each scoring this item at 1.50.

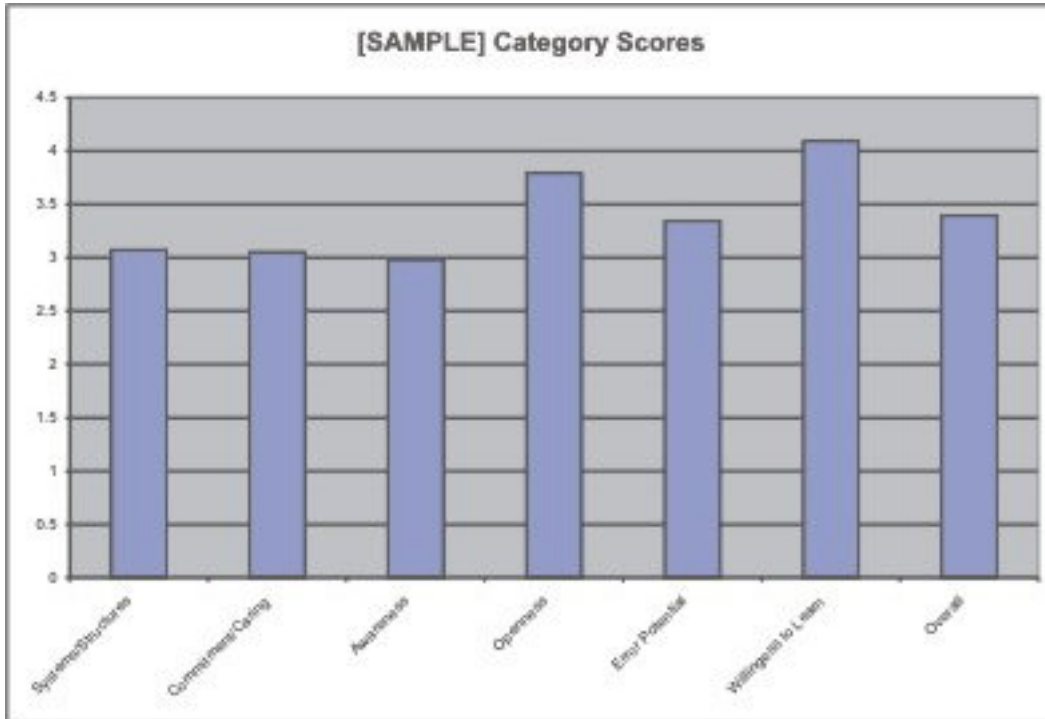
There was significant frustration expressed in some areas regarding the time it takes to have equipment fixed / calibrated, and having projects (which have run out of capital dollars without being completed) turned over to O&M.

The department is geographically challenged, with members 'scattered' throughout the regional area. This poses a greater than normal challenge to Communications, a challenge / frustration that was expressed by many department members during the interviews, as well as in the Survey numerical scoring. Out of the twelve sub-teams, eight scored the level of communications within the organization below 2.5. The overall communications score for [SAMPLE] was 2.39.

#### Online Survey

Overall, the [SAMPLE] group had an average Survey score of 3.39.

Figure 1 provides a graphical representation of the average category scores for [SAMPLE] (see next page).



**FIGURE 1**

As shown in Figure 1, “Awareness” was the lowest scoring category, with an average score of 2.98. This was primarily a result of the responses to two items within the category:

- *“People talk (gossip) about one another here...” (Q22- 2.34)*
- *“Which one of the following statements best describes the level of communications within this organization?” (Q24- 2.39).*

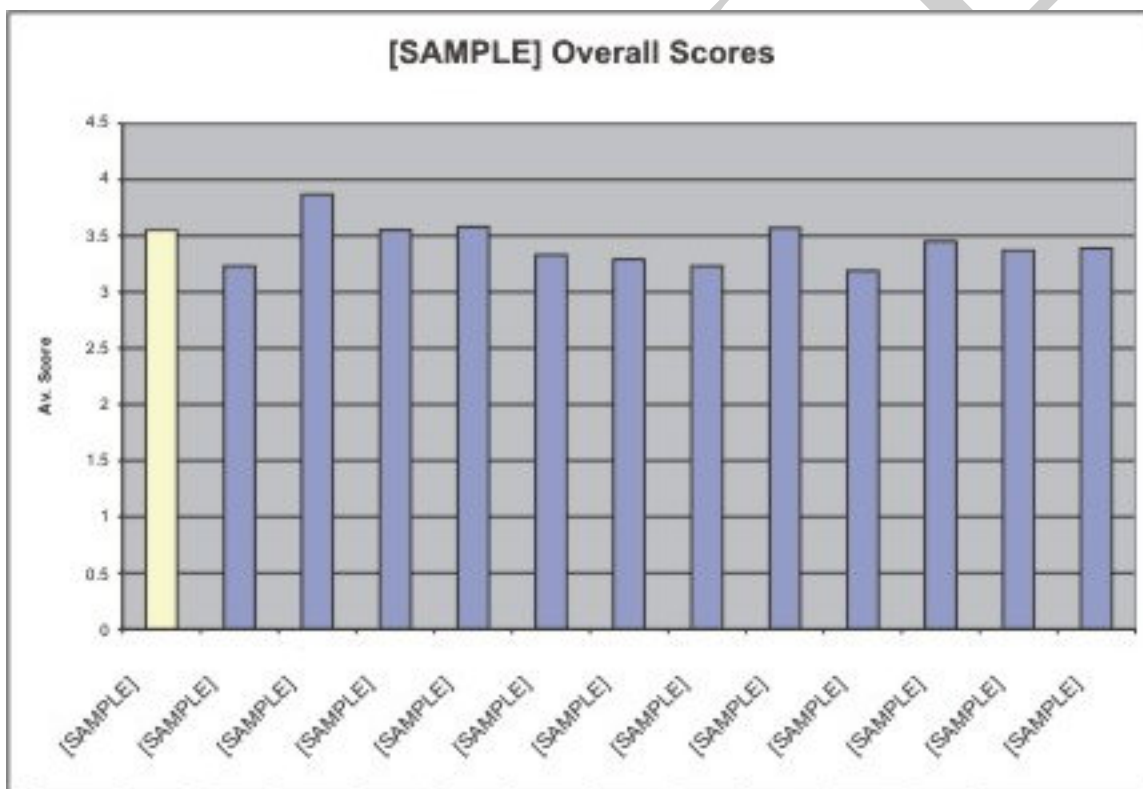
“Commitment and Caring” was the second-lowest scoring category (3.05) due to the following responses:

- *“There is a high level of personal accountability within this organization” (Q17-2.66)*
- *“There is a high level of accountability within my crew/te am.” (Q18-2.67)*
- *“We celebrate our successes regularly within this organization.” (Q19-2.70)*
- *“We celebrate our successes regularly within my crew/team.” (Q20-2.98)*

“Systems and Structures” was only slightly lower than “Commitment and Caring” (3.07), due predominantly to the requirement to do more than one task at a time (Q5-1.50), perception of staffing levels (Q6-2.50), and the level of interruption while doing work (Q11-2.25). Doing multiple tasks at once (an unfortunate necessity in many job functions) was the lowest scoring item on the Survey (Q5-1.50). It is important to note that “multiple tasks” is one of the most predominant human error traps.

### Work Group Scores

The [SAMPLE] Work Group overall average scores are indicated in Figure 2.

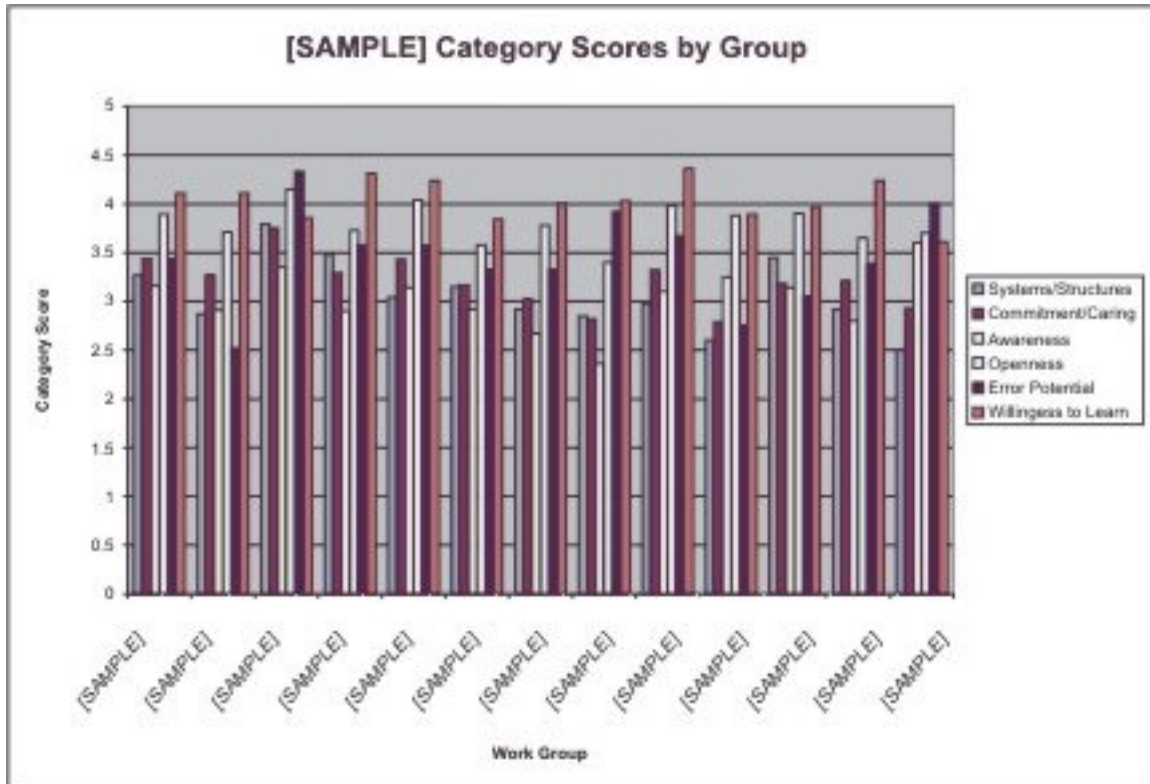


**FIGURE 2**

The bar on the far left of the chart is the overall average score for [SAMPLE]. As can be seen, the highest overall score indicated is [SAMPLE], while the lowest scoring group was [SAMPLE]. “Highest” / “lowest” in this sense in no way implies that one group is better than another. A lower score simply indicates, based upon

the perceptions of the group members, a more error -likely work environment than does a higher score.

Delving further, we can see how each work group fared in each category in Figure 3.



**FIGURE 3**

Figure 3 identifies a major strongpoint of the [SAMPLE] organization- its across-the-board strength in readiness, willingness, and ability to learn. This sets the stage for taking performance to the next level, the whole intent of the implementation of Practicing Perfection®.

The lowest scorers were:

- Awareness in Operations (SAMPLE) (2.35). The score for this category was brought down by all but one of the items in the category. The items causing the low score were:
  - *“People talk (gossip) about one another here...”* (Q11-1.75)

- *“Which one of the following statements best describes the level of communications within this organization?” (Q24- 1.75)*
- *“Communications between our crew/team and other crews/teams is...” (Q25- 1.75)*
- *“Relative to my crew/team, it often seems like its ‘us against them” (Q23- 2.0)*

It is important to note that only 4 out of the 8 members of this group (50%) responded to the survey.

While the respondents from this group provided no written comments on the Survey relative to these items, interviews with members of this group did yield the following related comments:

- *“We have trouble getting support on maintenance.”*
- *“It seems as if Maintenance/Construction doesn’t feel this is “their area””*
- *“We’re on a different server than Maintenance/Construction Support.”*
- *“The company moves like a wounded elephant sometimes. Better/quicker response is what I’d like to see.”*
- *“We have breakdowns and it takes too much time to get it fixed.”*
- *[Relative to Mechanical/Maintenance Support] - “We feel like ‘step-children”*
- Systems/Structures in [SAMPLE] (2.50). This score was brought down by:
  - *“I often find myself performing more than one task at a time” (Q5- 2.0)*
  - *“While doing my work, I am interrupted...” (Q11- 2.0)*
  - *“The number of people we have to do that is required is...” (Q6- 2.25)*

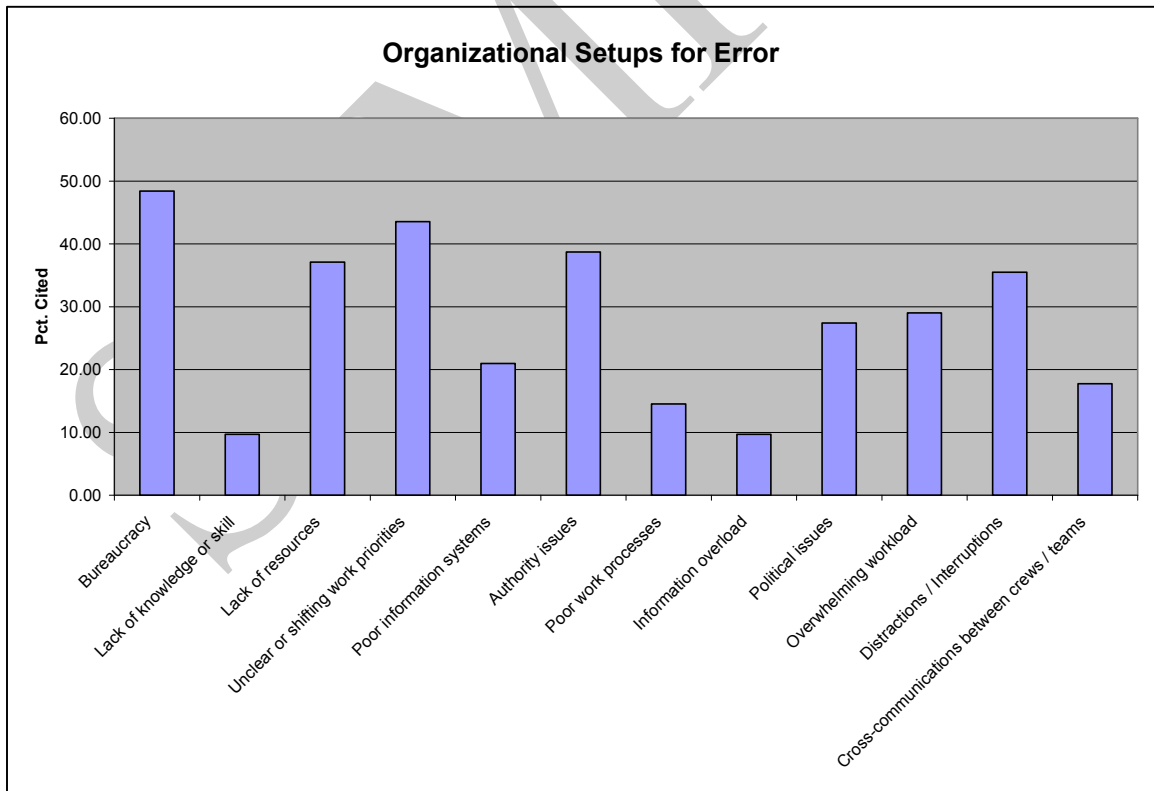
It is important to note that only 2 out of the 4 members of this group (50%) responded to the survey. There were no specific comments provided / gathered on this issue.

- Overall Error Potential in Management (2.52) was the third lowest scoring category for a work group. This was due to :
  - “On average, how many mistakes occur at work (entire organization) in a given week?” (Q38- 1.78)
  - “Relative to ‘honest’ mistakes that are made during the course of people attempting to do their jobs...” (Q36- 2.11)

One hundred percent of the group participants responded to the survey. There were no specific written comments provided (or captured) relative to this specific area.

### Perceived Organizational Setups

Question 37 asked respondents to identify all of the factors from a given list that they felt were setting them up to make mistakes. Figure 4 provides a graphical representation of the responses. The bars indicate the percentage of the respondents who identified the specific issue as a challenge.



**FIGURE 4**

As can be seen in Figure 4, based upon the Survey, the strongest perceived organizational challenges for [SAMPLE] are:

- Bureaucracy (48.39%)
- Unclear or Shifting Work Priorities (43.55%)
- Authority Issues (38.71%)
- Lack of Resources (37.10%)

SAMPLE

## B. Additional Survey Slices

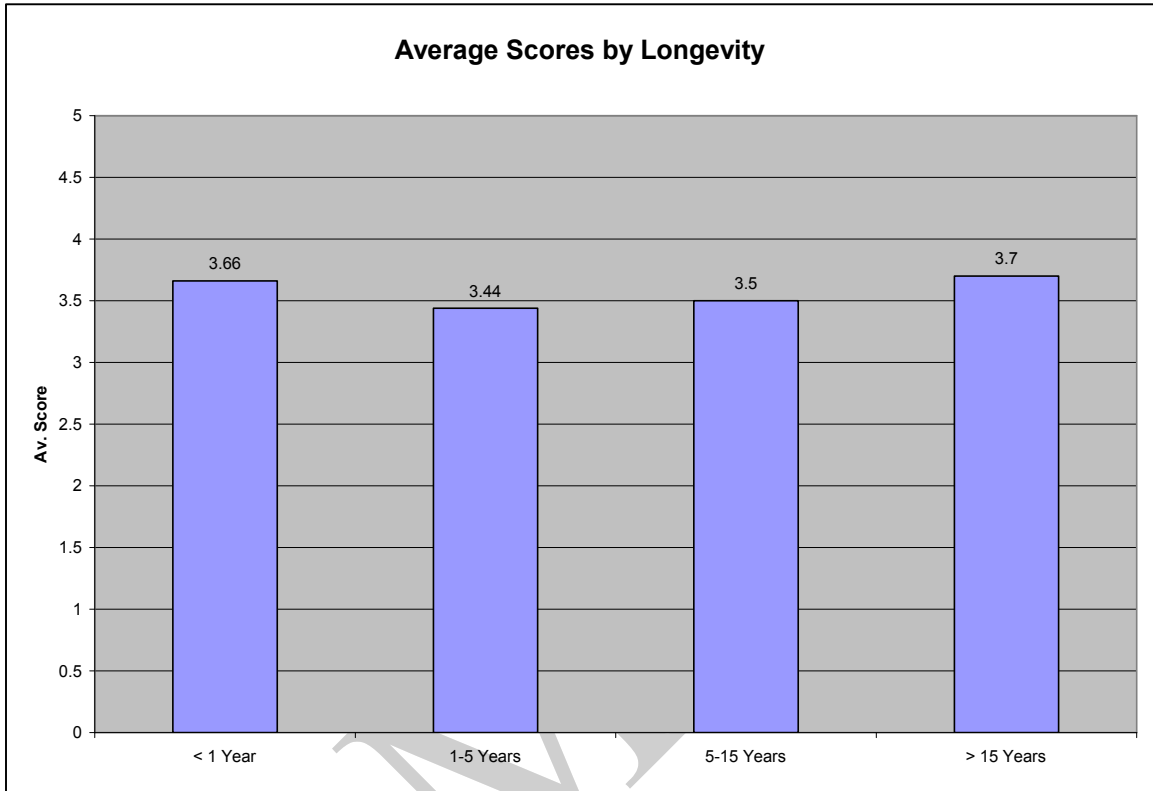
In addition to looking at the Survey results by work group, the Survey was also “sliced” to look at characteristics based upon job position and longevity with the company. Figure 5 provides a look at overall average scores by job position, while Figure 6 does the same by longevity. These figures are for the entire population of respondents.



**FIGURE 5**

As can be seen in Figure 5, overall average scores for the majority of job positions fall between 3.0 and 4.0. The outliers are [SAMPLE] (4.08) (two respondents) and [SAMPLE] (4.17) (two respondents).

Figure 6 (shown on the next page) provides an interesting metric. The highest scores were offered by those who have been with the organization the longest. Normally, the most recent hires score the highest and the score diminishes as the longevity increases. This trend underscores the high level of job satisfaction held by the majority of the members of this group.



**FIGURE 6**

### **C. Interview and Observation Perspectives**

Personnel interviewed were professional and courteous, and in the opinion of the interviewer, were open and honest regarding their responses to questions related to their most significant work challenges, greatest frustrations, etc.

One of the questions asked of 47 (out of 55) interviewees was to rate their level of job satisfaction on a scale of 1 – 10 (with 10 being highest). There were only eight individuals who offered a score below 7, while six individuals offered the highest score (10). The average was 7.53, indicating a workforce that, for the most part, highly values, appreciates, and enjoys their jobs.

Interviewees offered comments that indicated a positive attitude toward [SAMPLE] and toward their jobs. Most were very

complimentary of their co-workers and immediate supervisors / crew leaders.

The most predominant frustrations / challenges indicated in the interviews included:

1. The high level of bureaucracy.

This was a predominant frustration voiced by many individuals. As will be seen later in the report, this was also the highest scoring component of “setup” elements in the Survey (Q 37).

Many workers cited the numerous layers that must be navigated in order to get work done. Examples included:

- Six signatures needed for a \$10K project
- Three [essentially duplicate] forms that are required to be completed so that they can be, “...reviewed by someone who doesn’t understand the reason for the paperwork so that they can check a box.”
- “We have an organizational blob with too many layers. We’ve attempted to adapt a matrix-style and I don’t think it has worked.”
- “We’re not [structured] to provide quick turnaround in customer service. We’ve headed in the right direction, but we’re very top heavy and should be restructured to provide better customer service.”
- “The company is cumbersome and moves like a wounded elephant sometimes. We go through our supervisor and then it seems to languish there. Better/quicker response to our day-to-day problems is what I’d like to see.”
- “We need to eliminate bureaucracy - move decision-making authority to the lowest possible level. Give Project Managers authority. There seems to be a sentiment of, ‘we are a bureaucracy, we ought to act like it.’”

2. Responsibility without commensurate authority

Several individuals indicated that they either felt themselves to be in a position of responsibility without the requisite authority, or unclear about what authority they actually possess.

- “Decision-making authority in this company is extremely diluted. It has caused a paralysis.”
- “I have tons of responsibility and no authority.”
- “I’m given a lot of responsibility and have very little authority.”
- “[We have] Overkill on approvals - so many signatures are needed to ‘spend a nickel’.”

3. Lack of clear vision / priority

- “[Upper management] doesn’t seem to have a plan. I don’t know what we’re trying to do.”
- “There is priority non-alignment. For example, [SAMPLE] has an emergency, and this is not a high priority to the people in [SAMPLE].”
- “What needs to be established is leadership. Someone needs to have a vision.”
- “Management does not listen to the people in the field who know. They don’t give us credit for knowing anything.”
- “We don’t make good business decisions.”
- “We know where a lot of problems are, and we just keep letting it go and go.”

4. Communications

- “It seems that there is a hesitancy to communicate with the rest of the [SAMPLE] Department and within our own office. There’s a lot of ‘tip-toeing’ and ‘walking on eggshells’.”

- “We do not communicate as well as we could with the public.”
- “Communication is lousy- misinterpretations, rumors, etc.”
- “Communications is a major deal. A lot of times you don’t know about things until they’ve already happened. Sometimes it’s a localized thing, sometimes [SAMPLE] as a whole doesn’t know what’s happening. A lot of times you feel as if you’re running in circles. “
- “Communications between Operations and the Maintenance Group- I [sometimes] don’t find out about it or don’t get accurate info.”
- “Communications- if there is a major line break, they’ll let us know; otherwise we don’t get informed.”
- “[Retail] Customers have a hard time getting hold of a person. People have called here so they don’t have to put up with being transferred ten times.”

5. Difficulty Getting Equipment Calibrated / Repaired

- “We have breakdowns and it takes too much time to get it fixed. Meter calibrations are expired. This can cause us to have improper billings. One of the chart recorders doesn’t even work (these are what would alert us if something is going wrong.”
- “We’re trying to run a business and we don’t get the support we need (e.g., flow meters - half are out or need to be calibrated). Some calibrations are more than two years overdue.”
- “We have trouble getting support on maintenance. For example, the [SAMPLE] collection system needs a lot of attention. It typically takes a customer calling and complaining to get anything done.”

6. Project Control / accountability for project budget / schedule adherence

- “Project Control processes that have been put in place are not well understood. These trip us up when we need

to get something done quickly. What do we actually need to do to get projects kicked off?"

- "We don't say "no" to managers, customers or politicians."
- "They make promises then put so much pressure on folks in an impossible situation. For example, "that will be running in four weeks," when this is an impossibility from the beginning."
- "Engineering has to finish projects. We start projects, spend the money, not complete them, and then put them on O&M. When this happens, it's given to us [Operations] and we don't have time to do all of this extra work. There is no accountability for this."

#### **D. Practicing Perfection® Index Score**

The current Practicing Perfection® Index score for [SAMPLE] is: **65.76.**

#### **E. Conclusions**

[SAMPLE] divisions are staffed with dedicated, hard working, proficient and committed professionals. There is a strong bias toward providing excellent customer service. There are substantial frustrations present; however, with the high state of readiness, willingness and ability to learn indicated, this workforce is in great shape to take things to the next level.

As with any organization, there are areas for improvement. Based upon this analysis, the most significant areas include:

- Bureaucracy- this appears to be a major frustration for the members of this group who truly want to provide excellent customer service, and who truly desire the organization to be successful.
- Multi-tasking (doing more than one thing at a time) is a significant challenge for most (if not all) of the members of this group.

- Communications are a challenge, a challenge exacerbated by both geographical and cultural separateness.
- There appears to be a disconnect relative to the repair/calibration of equipment in the [SAMPLE] region. This is a concern because of the message it sends to the folks having to work with the equipment on a daily basis.
- Planning and scheduling of work is an area that should be reviewed.
- The management of projects and accountability for completion on time and within budget is an area warranting focus .
- While groups that work directly together appear to have a strong sense of “team” and mutual support, there appears to be an overall lack of cohesiveness / sense of common purpose between different departments.
- [SAMPLE] personnel appear to have a general perception that their organization is viewed negatively by the rest of [SAMPLE], and questions regarding the organization’s future.
- There is a general lack of celebration of successes.

## IV. Recommendations

We believe strongly in the 80/20 Rule. This rule states that eighty percent of the value in an organization comes from twenty percent of the effort. With this in mind, our recommendations are laser -focused on the twenty-percent actions that we believe will provide your organization with eighty-percent benefit. This is the most efficient (and we believe only) way to do business.

Our recommendations are based upon our core beliefs and upon our primary precepts of Practicing Perfection®. Our most significant core belief is: uncompromising deployment and use of proper strategies and tools can result in positive cultural change in a relatively short period of time- a culture that practices perfection. Such a culture will achieve ever-increasing results.

The primary precepts of Practicing Perfection® include:

- Things are the way they are because they got that way
- 84 to 94 percent of human error can be directly attributed to process, programmatic, or organizational issues
- People come to work wanting to do a good job
- The people who do the work are the ones who have the answers

With these precepts and the 80/20 Rule in mind, we believe that the following actions, properly implemented, will propel [SAMPLE] to the next level of performance :

- Engage the entire team to create a simple yet powerful vision and mission for this effort that will rally people's emotions
- Develop a Code of Honor
- Become educated as a management team (including Supervisors) in the basic concepts of human error reduction / human performance in order to more effectively provide overall direction, coaching, facilitation, and reinforcement of day -to-day efforts to become the best of the best. Model use of the primary Practicing Perfection® Error Elimination Tools at all times
- Become educated on the primary human error traps, and deploy the primary Practicing Perfection® Error Elimination Tools. Reinforce use of the Tools by all disciplines at all times.
- Develop a very simple and cost-effective Continuous Process Improvement (CPI) program

- Begin morning call-in meetings with geographically separated groups. This can be easily and inexpensively done using a speaker phone and free conference call service such as FreeConference.com ([www.http://www.freeconference.com](http://www.freeconference.com)). The morning meetings should be structured to follow the same format each day, with all appropriate people reporting and having the opportunity to ask questions.
- Take a hard look at the bureaucracy in many of the processes. Use the folks who do the work to de-construct cumbersome processes and provide recommendations on how to streamline necessary approvals and paper flow.
- Consider moving the reporting relationship of [SAMPLE]. Based upon our awareness of the functions of this group, it appears that reporting to [SAMPLE] would be more appropriate than [SAMPLE].
- Begin regularly celebrating (and promoting the celebration of) successes.

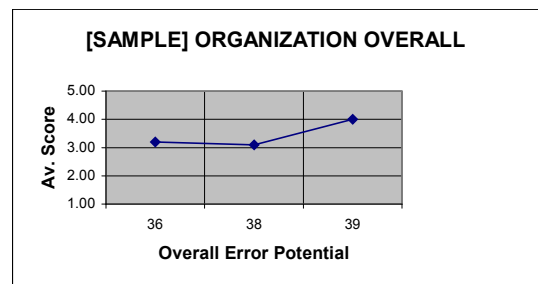
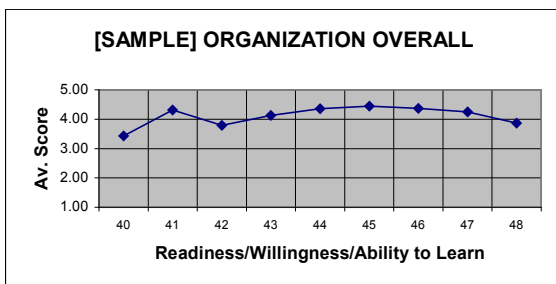
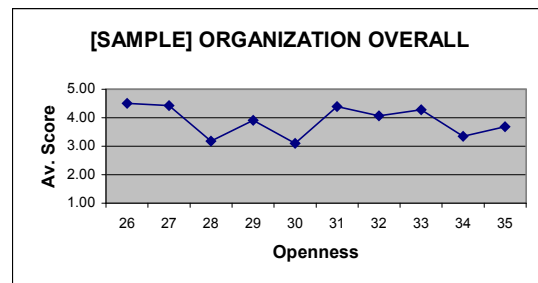
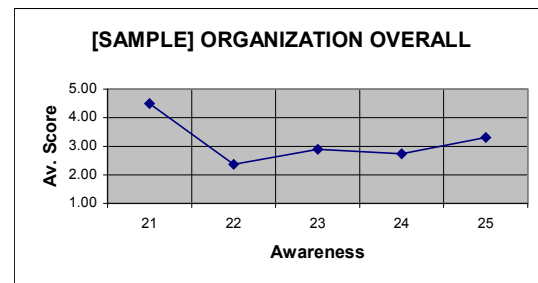
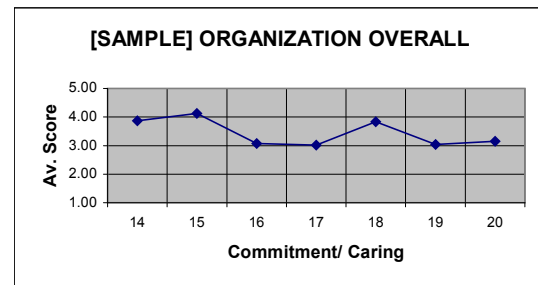
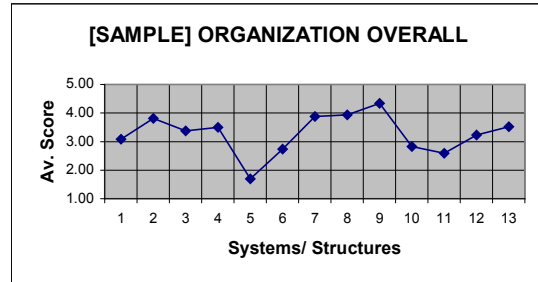
## V. Appendix- Survey Data Sheets

**NOTE:** In a normal Culture Profile, there will be a data sheet provided for each work group and “slice” analyzed. A few data sheets have been provided in this [SAMPLE] report to provide awareness of their content.

SAMPLE

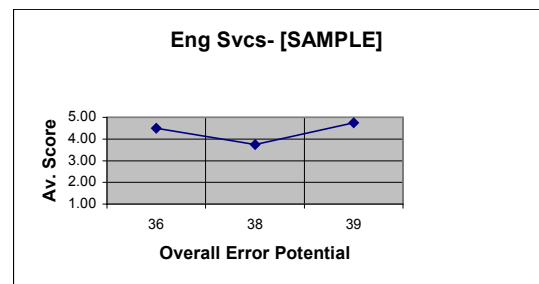
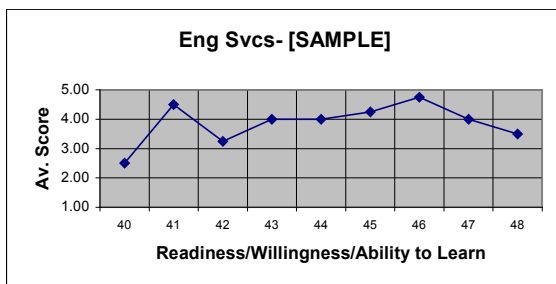
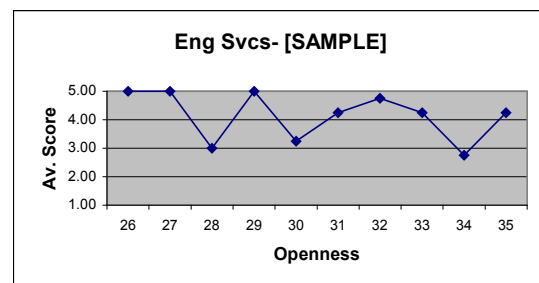
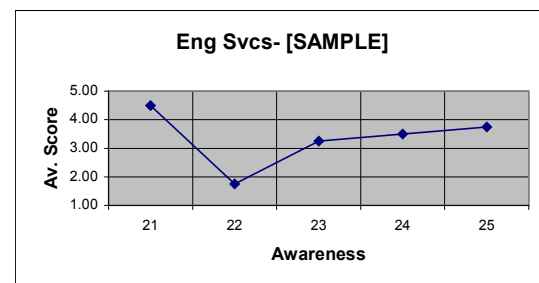
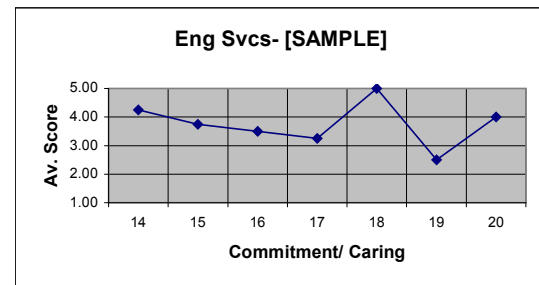
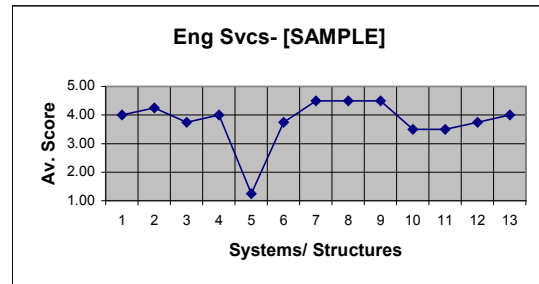
PRACTICING PERFECTION SURVEY  
 [SAMPLE] ORGANIZATION OVERALL

	Qn No	Average
<b>Systems/ Structures</b>		<b>3.27</b>
Clear written instructions exist for execution of the tasks that I perform.	1	3.09
My personal responsibilities are clearly defined.	2	3.81
My personal responsibilities are in writing.	3	3.37
Which one of the following is most correct?	4	3.50
I often find myself performing more than one task at a time.	5	1.69
The number of people we have to do the work that is required is...	6	2.73
I am provided with the proper equipment to perform my job.	7	3.88
I am provided with quality equipment to perform my job.	8	3.94
I plan my work:	9	4.34
While doing my work, I am distracted...	10	2.83
While doing my work, I am interrupted...	11	2.59
My level of compensation is fully adequate for what's expected of me.	12	3.22
My pay raises and any bonuses that I receive are based upon	13	3.52
<b>Commitment/ Caring</b>		<b>3.44</b>
I have a strong sense of purpose in my role within this organization.	14	3.87
The values of this organization ...	15	4.12
People are treated fairly and equally (without personal bias) within this organization.	16	3.07
There is a high level of personal accountability within this organization.	17	3.02
There is a high level of accountability within my crew / team.	18	3.84
We celebrate our successes regularly within this organization.	19	3.03
We celebrate our successes regularly within my crew / team.	20	3.16
<b>Awareness</b>		<b>3.16</b>
Relative to my level of training / knowledge of my job...	21	4.50
People talk (gossip) about one another here...	22	2.37
Relative to my crew / team, it often times seems like it's "us against them"	23	2.90
What one of the most of doing same job best describes the level of	24	2.73
communications within this organization and the other crews / teams is...	25	3.31
<b>Openness</b>		<b>3.89</b>
If I have a question, I feel comfortable asking my boss.	26	4.51
If I have a question, I feel comfortable asking my co-workers / peers.	27	4.42
The overall trust level within this organization is...	28	3.18
The overall trust level within my crew / team is...	29	3.91
I trust the management of this organization.	30	3.10
What would you most likely do when you're not exactly sure how to	31	4.39
proceed with specific tasks from that of my boss, I feel free to express	32	4.07
it. I have an opinion that differs from that of my co-workers, I feel free to	33	4.28
express it. How do things better are generally met with enthusiasm by	34	3.34
organization management. How do things better are generally met with enthusiasm by	35	3.69
<b>Overall Error Potential</b>		<b>3.43</b>
Relative to 'honest' mistakes that are made during the course of people	36	3.20
operating on their jobs, mistakes occur at work (entire organization) in a	38	3.09
given time? how many mistakes occur within your crew / team in a given	39	4.00
<b>Readiness/Willingness/Ability to Learn</b>		<b>4.11</b>
How do you feel about change in the organization?	40	3.43
How do you feel about learning a new task?	41	4.31
How do you feel about a shift in your personal responsibilities?	42	3.79
How do you feel about the opportunity to take on more responsibility?	43	4.13
How do you feel about brainstorming new ideas to make your job easier?	44	4.36
How do you feel about adding more fun to your job?	45	4.44
How do you feel about celebrating crew / team / organization successes?	46	4.37
I typically learn new tasks...	47	4.25
To what degree are you energized about this organization taking steps to	48	3.86
achieve excellence in performance?		
<b>OVERALL AVERAGE FOR GROUP</b>		<b>3.55</b>



PRACTICING PERFECTION SURVEY  
Eng Svcs- [SAMPLE]

	Qn No	Average
<b>Systems/ Structures</b>		<b>3.79</b>
Clear written instructions exist for execution of the tasks that I perform.	1	4.00
My personal responsibilities are clearly defined.	2	4.25
My personal responsibilities are in writing.	3	3.75
Which one of the following is most correct?	4	4.00
I often find myself performing more than one task at a time.	5	1.25
The number of people we have to do the work that is required is...	6	3.75
I am provided with the proper equipment to perform my job.	7	4.50
I am provided with quality equipment to perform my job.	8	4.50
I plan my work:	9	4.50
While doing my work, I am distracted...	10	3.50
While doing my work, I am interrupted...	11	3.50
My level of compensation is fully adequate for what's expected of me.	12	3.75
My pay raises and any bonuses that I receive are based upon	13	4.00
<b>Commitment/ Caring</b>		<b>3.75</b>
I have a strong sense of purpose in my role within this organization.	14	4.25
The values of this organization ...	15	3.75
People are treated fairly and equally (without personal bias) within this organization.	16	3.50
There is a high level of personal accountability within this organization.	17	3.25
There is a high level of accountability within my crew / team.	18	5.00
We celebrate our successes regularly within this organization.	19	2.50
We celebrate our successes regularly within my crew / team.	20	4.00
<b>Awareness</b>		<b>3.35</b>
Relative to my level of training / knowledge of my job...	21	4.50
People talk (gossip) about one another here...	22	1.75
Relative to my crew / team, it oftentimes seems like it's "us against them"	23	3.25
What one of the most difficult situations best describes the level of	24	3.50
communications within this organization and the other crews / teams is...	25	3.75
<b>Openness</b>		<b>4.15</b>
If I have a question, I feel comfortable asking my boss.	26	5.00
If I have a question, I feel comfortable asking my co-workers / peers.	27	5.00
The overall trust level within this organization is...	28	3.00
The overall trust level within my crew / team is...	29	5.00
I trust the management of this organization.	30	3.25
What would you most likely do when you're not exactly sure how to	31	4.25
proceed with a specific task?	32	4.75
If I have an opinion that differs from that of my boss, I feel free to express	33	4.25
it.	34	2.75
How do you feel about how to do things better are generally met with enthusiasm by	35	4.25
organization management?		
How do you feel about how to do things better are generally met with enthusiasm by		
crew / team management?		
<b>Overall Error Potential</b>		<b>4.33</b>
Relative to 'honest' mistakes that are made during the course of people	36	4.50
operating on their jobs	38	3.75
how many mistakes occur at work (entire organization) in a	39	4.75
given week?		
how many mistakes occur within your crew / team in a given		
week?		
<b>Readiness/Willingness/Ability to Learn</b>		<b>3.86</b>
How do you feel about change in the organization?	40	2.50
How do you feel about learning a new task?	41	4.50
How do you feel about a shift in your personal responsibilities?	42	3.25
How do you feel about the opportunity to take on more responsibility?	43	4.00
How do you feel about brainstorming new ideas to make your job easier?	44	4.00
How do you feel about adding more fun to your job?	45	4.25
How do you feel about celebrating crew / team / organization successes?	46	4.75
I typically learn new tasks...	47	4.00
To what degree are you energized about this organization taking steps to	48	3.50
achieve excellence in performance?		
<b>OVERALL AVERAGE FOR GROUP</b>		<b>3.87</b>



PRACTICING PERFECTION SURVEY  
Longevity- 1 to 5 years

	Qn No	Average
<b>Systems/ Structures</b>		
Clear written instructions exist for execution of the tasks that I perform.	1	2.79
My personal responsibilities are clearly defined.	2	3.71
My personal responsibilities are in writing.	3	3.17
Which one of the following is most correct?	4	3.46
I often find myself performing more than one task at a time.	5	1.79
The number of people we have to do the work that is required is...	6	2.25
I am provided with the proper equipment to perform my job.	7	3.54
I am provided with quality equipment to perform my job.	8	3.75
I plan my work:	9	4.08
While doing my work, I am distracted...	10	2.54
While doing my work, I am interrupted...	11	2.63
My level of compensation is fully adequate for what's expected of me.	12	2.63
My pay raises and any bonuses that I receive are based upon	13	3.08
<b>Commitment/ Caring</b>		
I have a strong sense of purpose in my role within this organization.	14	3.92
The values of this organization ...	15	4.08
People are treated fairly and equally (without personal bias) within this organization.	16	2.46
There is a high level of personal accountability within this organization.	17	2.96
There is a high level of accountability within my crew / team.	18	3.50
We celebrate our successes regularly within this organization.	19	3.00
We celebrate our successes regularly within my crew / team.	20	3.00
<b>Awareness</b>		
Relative to my level of training / knowledge of my job...	21	4.33
People talk (gossip) about one another here...	22	2.29
Relative to my crew / team, it oftentimes seems like it's "us against them"	23	2.83
Who do you think is doing the best job of communicating with the other crews / teams in your organization?	24	2.58
Communications within this organization and the other crews / teams is...	25	3.13
<b>Openness</b>		
If I have a question, I feel comfortable asking my boss.	26	4.42
If I have a question, I feel comfortable asking my co-workers / peers.	27	4.21
The overall trust level within this organization is...	28	3.13
The overall trust level within my crew / team is...	29	3.71
I trust the management of this organization.	30	2.88
What would you most likely do when you're not exactly sure how to proceed with a specific task?	31	4.54
If I have an opinion that differs from that of my boss, I feel free to express it.	32	4.38
If I have an opinion that differs from that of my co-workers, I feel free to express it.	33	4.46
Requests for how to do things better are generally met with enthusiasm by management.	34	3.29
Requests for how to do things better are generally met with enthusiasm by crew / team.	35	3.54
<b>Overall Error Potential</b>		
Relative to 'honest' mistakes that are made during the course of people attempting to do their jobs	36	3.08
How often do mistakes occur at work (entire organization) in a given week?	38	2.88
How often do mistakes occur within your crew / team in a given week?	39	3.75
<b>Readiness/Willingness/Ability to Learn</b>		
How do you feel about change in the organization?	40	3.58
How do you feel about learning a new task?	41	4.46
How do you feel about a shift in your personal responsibilities?	42	3.92
How do you feel about the opportunity to take on more responsibility?	43	4.25
How do you feel about brainstorming new ideas to make your job easier?	44	4.54
How do you feel about adding more fun to your job?	45	4.42
How do you feel about celebrating crew / team / organization successes?	46	4.38
I typically learn new tasks...	47	4.38
To what degree are you energized about this organization taking steps to achieve excellence in performance?	48	4.08
<b>OVERALL AVERAGE FOR GROUP</b>		<b>3.44</b>

