

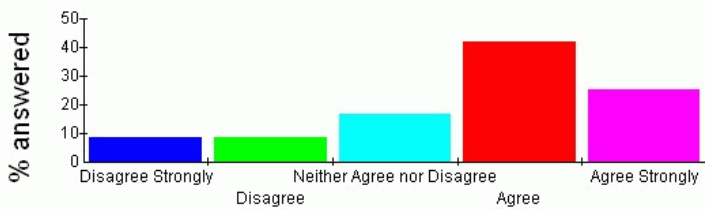
XYZ Corporation Alignment Survey

Responses from 12 participants as of 1 May 2003

Questions

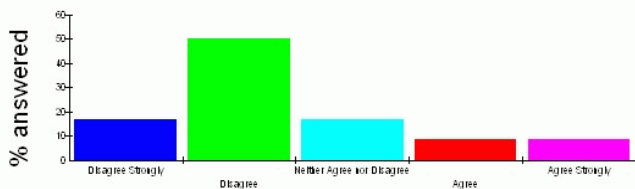
Q1. Our hiring process allows us to hire people who have both the right job skills and the right fit for XYZ Corp.

Mean:	3.7	
Standard Deviation:	1.2	
Responses	Count	Percent
Disagree Strongly	1	8.3%
Disagree	1	8.3%
Neither Agree nor Disagree	2	16.7%
Agree	5	41.7%
Agree Strongly	3	25.0%



Q2. We have effective systems in place to teach and train new hires to meet our changing job requirements.

Mean:	2.4	
Standard Deviation:	1.2	
Responses	Count	Percent
Disagree Strongly	2	16.7%
Disagree	6	50.0%
Neither Agree nor Disagree	2	16.7%
Agree	1	8.3%
Agree Strongly	1	8.3%



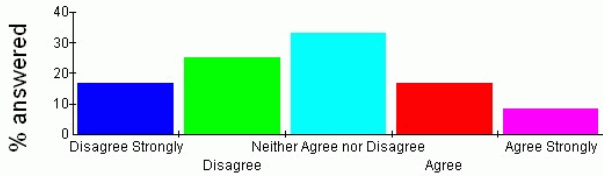
Q3. People receive assignments that challenge their abilities, provide new learning, and stretch them "just right."

Mean:	3.3	
Standard Deviation:	1.2	
Responses	Count	Percent
Disagree Strongly	1	8.3%
Disagree	2	16.7%
Neither Agree nor Disagree	2	16.7%
Agree	6	50.0%
Agree Strongly	1	8.3%



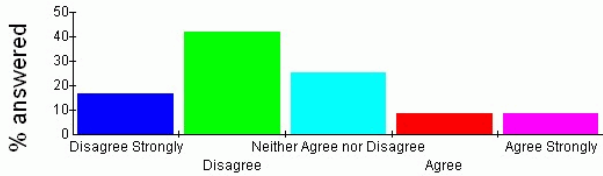
Q4. Our systems make it easy for the right people to get new positions or promotions.

Mean:	2.8	
Standard Deviation:	1.2	
Responses	Count	Percent
Disagree Strongly	2	16.7%
Disagree	3	25.0%
Neither Agree nor Disagree	4	33.3%
Agree	2	16.7%
Agree Strongly	1	8.3%



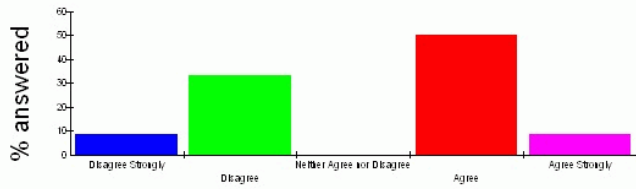
Q5. We have a good "succession planning" system in place to develop the future leaders we will need as we grow.

Mean:	2.5	
Standard Deviation:	1.2	
Responses	Count	Percent
Disagree Strongly	2	16.7%
Disagree	5	41.7%
Neither Agree nor Disagree	3	25.0%
Agree	1	8.3%
Agree Strongly	1	8.3%



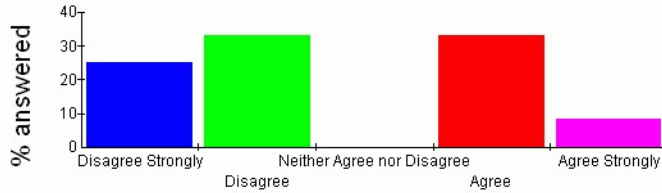
Q6. We are doing the right work to make this company fly.

Mean:	3.2	
Standard Deviation:	1.3	
Responses	Count	Percent
Disagree Strongly	1	8.3%
Disagree	4	33.3%
Neither Agree nor Disagree	0	0.0%
Agree	6	50.0%
Agree Strongly	1	8.3%



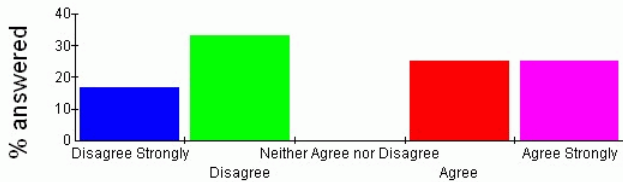
Q7. We are doing "first things first." we are focused on the most important things to the most important customers.

Mean:	2.7	
Standard Deviation:	1.4	
Responses	Count	Percent
Disagree Strongly	3	25.0%
Disagree	4	33.3%
Neither Agree nor Disagree	0	0.0%
Agree	4	33.3%
Agree Strongly	1	8.3%



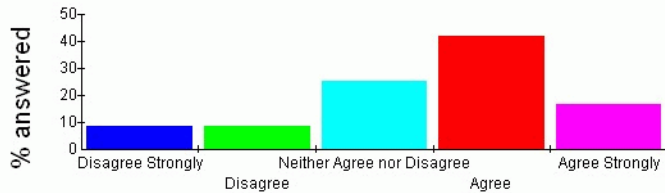
Q8. I understand and am personally aligned to a clear company vision and mission statement.

Mean:	3.1	
Standard Deviation:	1.6	
Responses	Count	Percent
Disagree Strongly	2	16.7%
Disagree	4	33.3%
Neither Agree nor Disagree	0	0.0%
Agree	3	25.0%
Agree Strongly	3	25.0%



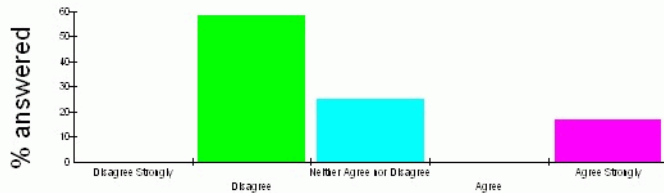
Q9. I agree with the direction the company is taking.

Mean:	3.5	
Standard Deviation:	1.2	
Responses	Count	Percent
Disagree Strongly	1	8.3%
Disagree	1	8.3%
Neither Agree nor Disagree	3	25.0%
Agree	5	41.7%
Agree Strongly	2	16.7%



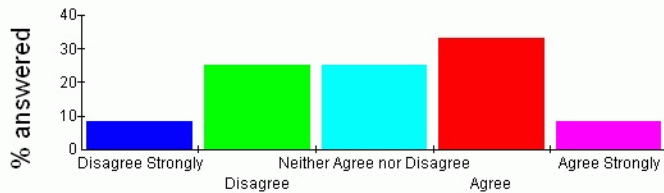
Q10. Our company values are clear and aligned with our path.

Mean:	2.8	
Standard Deviation:	1.1	
Responses	Count	Percent
Disagree Strongly	0	0.0%
Disagree	7	58.3%
Neither Agree nor Disagree	3	25.0%
Agree	0	0.0%
Agree Strongly	2	16.7%



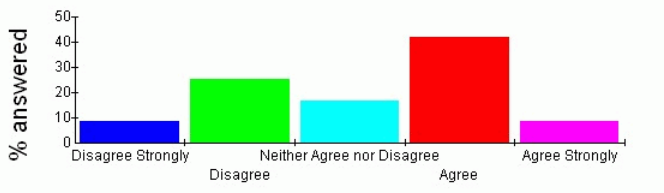
Q11. I feel comfortable with how we "walk our talk" with our values, personally and organizationally.

Mean:	3.1	
Standard Deviation:	1.2	
Responses	Count	Percent
Disagree Strongly	1	8.3%
Disagree	3	25.0%
Neither Agree nor Disagree	3	25.0%
Agree	4	33.3%
Agree Strongly	1	8.3%



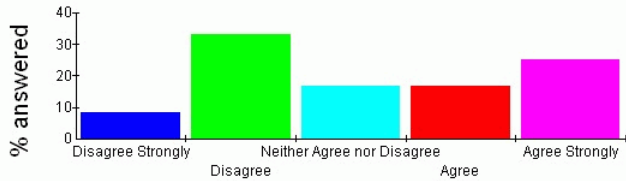
Q12. People are putting the good of the whole above their personal aspirations, egos and pride.

Mean:	3.2	
Standard Deviation:	1.2	
Responses	Count	Percent
Disagree Strongly	1	8.3%
Disagree	3	25.0%
Neither Agree nor Disagree	2	16.7%
Agree	5	41.7%
Agree Strongly	1	8.3%



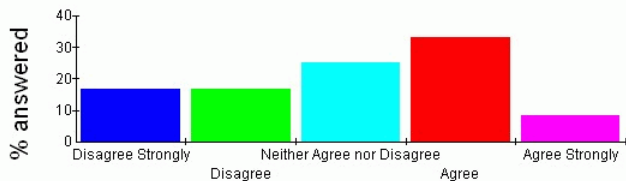
Q13. Our individual and corporate ethics are beyond reproach.

Mean:	3.2	
Standard Deviation:	1.4	
Responses	Count	Percent
Disagree Strongly	1	8.3%
Disagree	4	33.3%
Neither Agree nor Disagree	2	16.7%
Agree	2	16.7%
Agree Strongly	3	25.0%



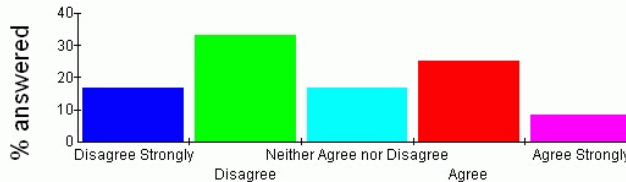
Q14. The structure of our company makes good sense. It allows me to work effectively and efficiently with the right folks.

Mean:	3.0	
Standard Deviation:	1.3	
Responses	Count	Percent
Disagree Strongly	2	16.7%
Disagree	2	16.7%
Neither Agree nor Disagree	3	25.0%
Agree	4	33.3%
Agree Strongly	1	8.3%



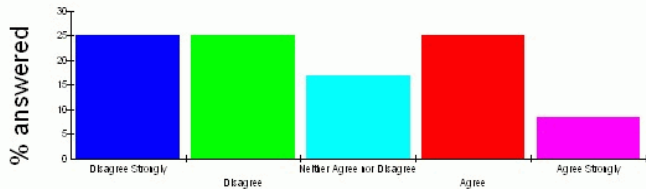
Q15. The way we are currently organized ensures that we have the right knowledge, skills and expertise to be effective.

Mean:	2.8	
Standard Deviation:	1.3	
Responses	Count	Percent
Disagree Strongly	2	16.7%
Disagree	4	33.3%
Neither Agree nor Disagree	2	16.7%
Agree	3	25.0%
Agree Strongly	1	8.3%



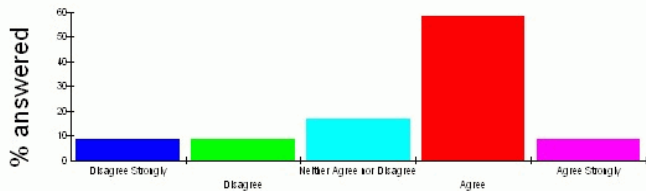
Q16. Current reporting relationships are clear and make sense to me.

Mean:	2.7	
Standard Deviation:	1.4	
Responses	Count	Percent
Disagree Strongly	3	25.0%
Disagree	3	25.0%
Neither Agree nor Disagree	2	16.7%
Agree	3	25.0%
Agree Strongly	1	8.3%



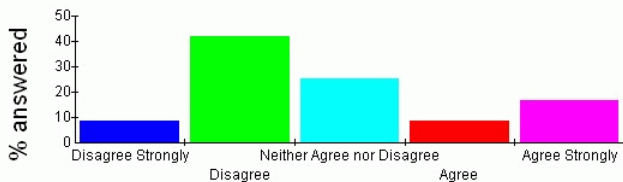
Q17. People are able to get work done without encountering excessive bureaucracy and red-tape.

Mean:	3.5	
Standard Deviation:	1.1	
Responses	Count	Percent
Disagree Strongly	1	8.3%
Disagree	1	8.3%
Neither Agree nor Disagree	2	16.7%
Agree	7	58.3%
Agree Strongly	1	8.3%



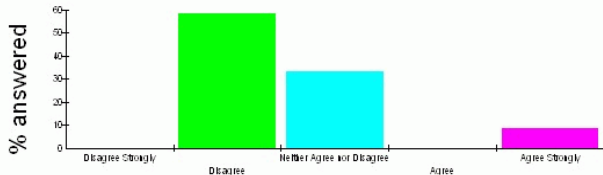
Q18. Our reporting system makes sense: not too many reports, and the right things are reported.

Mean:	2.8	
Standard Deviation:	1.3	
Responses	Count	Percent
Disagree Strongly	1	8.3%
Disagree	5	41.7%
Neither Agree nor Disagree	3	25.0%
Agree	1	8.3%
Agree Strongly	2	16.7%



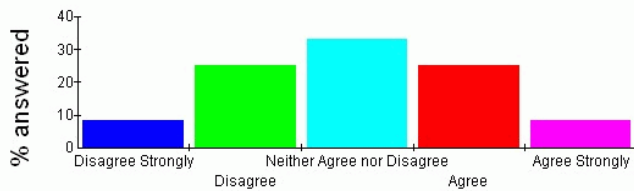
Q19. Needed information is assessable and usable.

Mean:	2.6	
Standard Deviation:	0.9	
Responses	Count	Percent
Disagree Strongly	0	0.0%
Disagree	7	58.3%
Neither Agree nor Disagree	4	33.3%
Agree	0	0.0%
Agree Strongly	1	8.3%



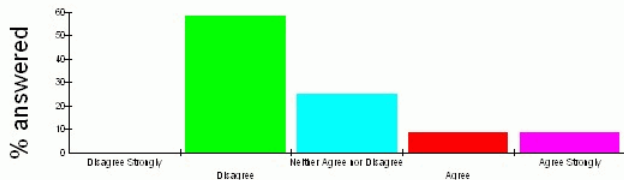
Q20. We talk to each other: people are aware of work relevant to them that others are doing.

Mean:	3.0	
Standard Deviation:	1.1	
Responses	Count	Percent
Disagree Strongly	1	8.3%
Disagree	3	25.0%
Neither Agree nor Disagree	4	33.3%
Agree	3	25.0%
Agree Strongly	1	8.3%



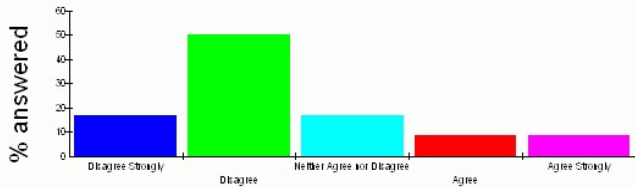
Q21. Information flows first to the person who needs it most. I have the info I need quickly.

Mean:	2.7	
Standard Deviation:	1.0	
Responses	Count	Percent
Disagree Strongly	0	0.0%
Disagree	7	58.3%
Neither Agree nor Disagree	3	25.0%
Agree	1	8.3%
Agree Strongly	1	8.3%



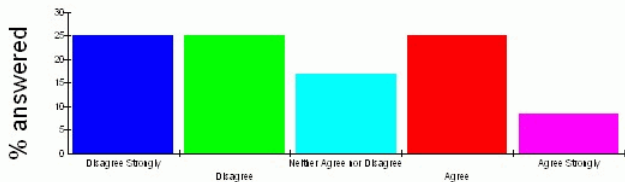
Q22. There is an effective system for sharing new things we are learning.

Mean:	2.4	
Standard Deviation:	1.2	
Responses	Count	Percent
Disagree Strongly	2	16.7%
Disagree	6	50.0%
Neither Agree nor Disagree	2	16.7%
Agree	1	8.3%
Agree Strongly	1	8.3%



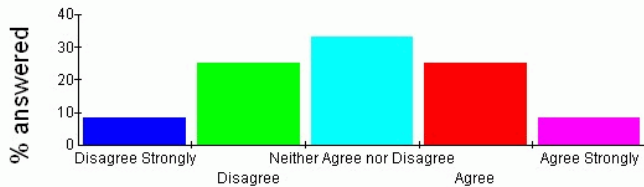
Q23. Meetings are effective: short, helpful, and help us do the right work right.

Mean:	2.7	
Standard Deviation:	1.4	
Responses	Count	Percent
Disagree Strongly	3	25.0%
Disagree	3	25.0%
Neither Agree nor Disagree	2	16.7%
Agree	3	25.0%
Agree Strongly	1	8.3%



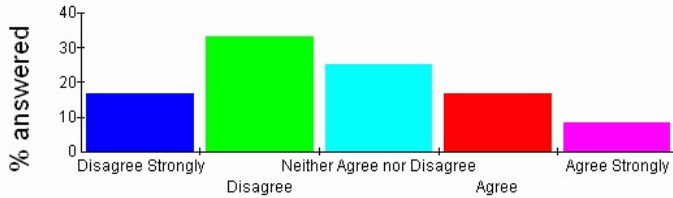
Q24. Processes make sense to me and allow us to complete our work in both an effective and an efficient manner.

Mean:	3.0	
Standard Deviation:	1.1	
Responses	Count	Percent
Disagree Strongly	1	8.3%
Disagree	3	25.0%
Neither Agree nor Disagree	4	33.3%
Agree	3	25.0%
Agree Strongly	1	8.3%



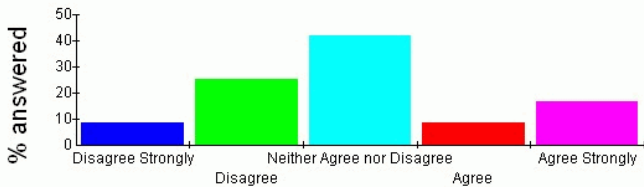
Q25. Outdated or unnecessary steps are eliminated or redesigned.

Mean:	2.7	
Standard Deviation:	1.2	
Responses	Count	Percent
Disagree Strongly	2	16.7%
Disagree	4	33.3%
Neither Agree nor Disagree	3	25.0%
Agree	2	16.7%
Agree Strongly	1	8.3%



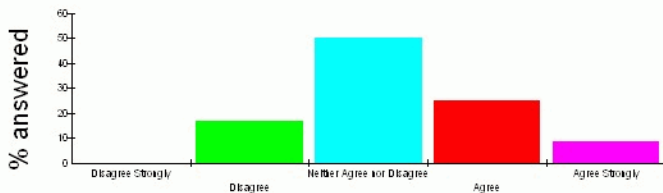
Q26. Process steps are clear and repeatable: I don't waste too much time struggling with the process.

Mean:	3.0	
Standard Deviation:	1.2	
Responses	Count	Percent
Disagree Strongly	1	8.3%
Disagree	3	25.0%
Neither Agree nor Disagree	5	41.7%
Agree	1	8.3%
Agree Strongly	2	16.7%



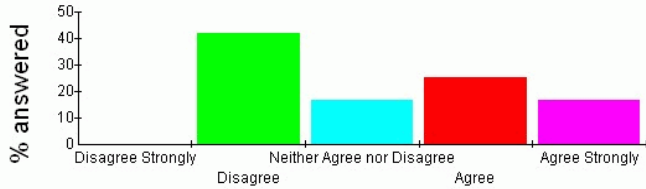
Q27. The people using the processes are involved in any process redesign.

Mean:	3.3	
Standard Deviation:	0.9	
Responses	Count	Percent
Disagree Strongly	0	0.0%
Disagree	2	16.7%
Neither Agree nor Disagree	6	50.0%
Agree	3	25.0%
Agree Strongly	1	8.3%



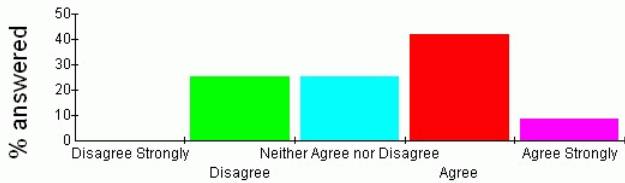
Q28. People receive proper recognition for good work.

Mean:	3.2	
Standard Deviation:	1.2	
Responses	Count	Percent
Disagree Strongly	0	0.0%
Disagree	5	41.7%
Neither Agree nor Disagree	2	16.7%
Agree	3	25.0%
Agree Strongly	2	16.7%



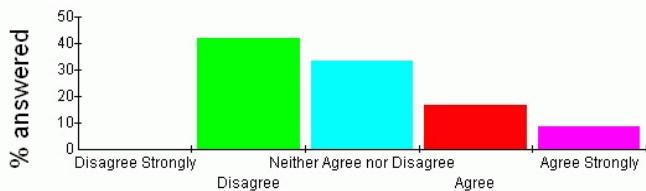
Q29. Poor work is addressed in a constructive manner.

Mean:	3.3	
Standard Deviation:	1.0	
Responses	Count	Percent
Disagree Strongly	0	0.0%
Disagree	3	25.0%
Neither Agree nor Disagree	3	25.0%
Agree	5	41.7%
Agree Strongly	1	8.3%



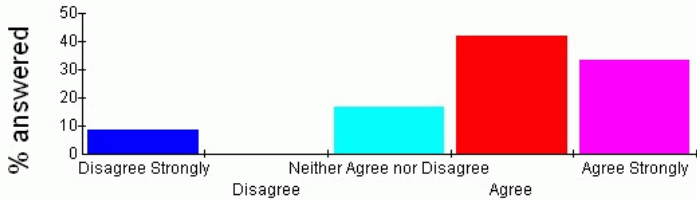
Q30. Rewards are determined according to what people say is important to them, rather than having an arbitrary reward imposed on us.

Mean:	2.9	
Standard Deviation:	1.0	
Responses	Count	Percent
Disagree Strongly	0	0.0%
Disagree	5	41.7%
Neither Agree nor Disagree	4	33.3%
Agree	2	16.7%
Agree Strongly	1	8.3%



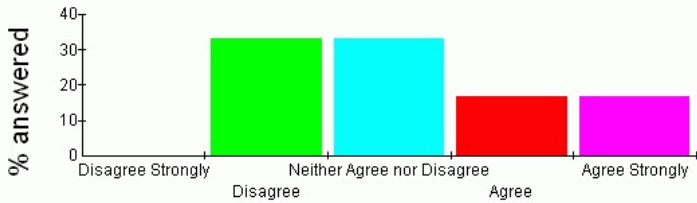
Q31. We are having fun at work. I like the feeling here.

Mean:	3.9	
Standard Deviation:	1.2	
Responses	Count	Percent
Disagree Strongly	1	8.3%
Disagree	0	0.0%
Neither Agree nor Disagree	2	16.7%
Agree	5	41.7%
Agree Strongly	4	33.3%



Q32. We are doing enough non-monetary recognitions and rewards.

Mean:	3.2	
Standard Deviation:	1.1	
Responses	Count	Percent
Disagree Strongly	0	0.0%
Disagree	4	33.3%
Neither Agree nor Disagree	4	33.3%
Agree	2	16.7%
Agree Strongly	2	16.7%



Answers to Open Ended Questions

Q33. What do you like best about our company so far?

Good core technology combined with energy, creativity, real potential. A fresh start with a great dose of optimism.

We have come a long way in the right direction during the past few months.

Everyone is very emotionally involved.

Flexible work hours Nice offices with windows Central location by freeways Good group of very talented people. Reasonable amount of pressure. Competitive pay Stock incentives. Very good medical insurance. Very good vacation and holiday

Everyone has a vision for the potential of this company and seems willing to work together to make success a reality.

We have a great group of people here with tremendous skills. It's a diverse group which only adds to the enjoyment of working here.

The fact that I can be creative in my work, and often be left alone long enough to perform the research and trial associated with performing difficult tasks. Also liked the flex schedule, but that might be going away...I also like the fact that, usually, there is little in the way of red tape and unneeded processes. Also, it is exciting to work on the cutting edge. And the soft drinks that magically make their way to the fridge are a nice perk.

There has been progress in gaining funding and constructive steps have been taken to begin putting the company on the right course

potential

The exceptional people, both on the executive council and within the workforce. Also, the ability to make a real difference, within and outside the company.

The technology, the target and potential customers

Q34. What three business problems are "keeping you awake at night?" Be specific, then rewrite each of them separately on three pieces of paper and bring them to the seminar on Thurs.

Quality Assurance Marketing Requirements and Technical Spec Process Formal Product Release Process

1. Reengineering the company. 2. Get funding for the company 3. Have sellable product.

1. Finding the balance between chaos and order to Simultainiously maximize creativity and focus. 2.IT infrastructure, both human and capital. 3.Existing gaps in our organizational structure, QA and customer support staff.

Lack of communication--Key people are not available when needed. There has been very little group input on the projects that have been worked. Lack of tact, timing and tolerance--People's feelings are often hurt as their work and ideas are attacked. Emotion and sarcasm are used to lobby for ideas and cut off discussion. Lack of focus--The company has been going in too many directions. We have a history of starting projects and not finishing them all the way.

1) Software planning is undocumented. 2) There is no process in place for planning work completion and accounting for such. 3) We have no quality control.

1. Current state of the product 2. Unhappy customers 3. Our current inability to "move forward"

You don't need to put "keeping you awake at night?" in quotes. Why? Because I literally lose a lot of sleep to many issues! Top 3 are: 1. Are we doing the tasks that are prudent? I feel that we generally do the right things, but not always in the right order. Is it better to marketize an incomplete product, or complete our product? Is it best to discuss tasks that we may perform years from now, or to focus on the tasks at hand? Is it best to improve the interface, or to resolve critical issues in the core? 2. I am frequently inquired regarding issues of which I know nothing! I can't be expected to perform tasks requiring knowledge

that is way out of my domain. 3. The level and quality of communication has been simply inadequate in the past. This seems to be changing for the better; this trend needs to persist. People just need to show up regularly...conference calls, e-mail, instant message, and phone calls are no substitute for physical presence. Would you accept a virtual wife in place of a real one? Wait, don't answer that.

We are have so far been unable to produce a usable product capable of opening up a meaningful market opportunity Processes are ineffective to produce usable products for a real market Structure and processes are not conducive to development of real products for real markets

Unwillingness to openly admit product does not work. No sense of urgency to create a product that does work. Sacred cattle.

Structure company to increase focus and open information flow between departments (this is improving). Helping everyone in the company feel they belong and are contributing at. Refine, focus our strategy.

Our product quality is not up to par. Some people think it is. I think I could do better.

Q35. What are some things you see are currently "broken" that need to be fixed to align things better?

People sharing info using appropriate channels and processes. Predictable structures and systems in place for Star Bridge team members to use and rely upon.

A little more understanding and respect for each others talents and contributions.

Completing an assignment is ambiguous. It is easy to state that an assignment is completed, but there is no standard definition for understanding what it means to complete an assignment. Something gets done, but does it work?, did it cause something else to break?, did it get done when others needed it?, did it get done satisfactorily? and so on.

1. Lack of direction 2. We need better teamwork 3. We need to engender an environment which encourages innovation. Staff should be empowered to move the technology forward. 4. There should be more of a free flow of information between management and staff.

We need to get present features to a working, robust state of being before adding new features or making the program be "prettier" or "cross-platform". I am almost disgusted that we have even spent much time speaking of such matters as of late. Focus on the most important matters!

Software development should be revamped to become effective in producing usable software products More technical personnel are needed to serve customers' needs Processes and structure need to be changed to meet the requirements of of producing marketable products

We have the wrong engineers doing the wrong things.

Too many to list.... I can envision a really great product -- impressive in every way -- but we have never taken the time to make one.

Q36. What should we stop doing that we are now doing?

permanently working from home thinking our customers are stupid individually changing the product and shipping it without quality checks

Work independently of other team members. Miscommunicating. Lack of quality control processes.

I dont know.

We should stop developing to meet the needs of the squeakiest wheel. It is certainly true that happy customers pay money, but we seem to spend much time putting out fires. Sometimes it's better to let a fire burn. Of course, such situations need to be monitored very carefully, but if we had a clearer understanding of our own expectations for the future, it would be easier to determine which fires are truly worth the effort of putting out.

1. There should be no degrading remarks towards or about anyone else in the company. This has created divisiveness among

staff and management. 2. Please stop making decisions in a vacuum. This includes management and technical decisions. Decisions which affect the future of the company could, at the least, be presented to the company as a whole for any feedback. Engineering should not be making decisions without solid marketing data.

Also, it seems that the marketing team has an inordinate preoccupation with throwing their weight around. They should not attempt to determine the direction of the company, in my humble opinion.

Stop holding long meetings Stop doing things the way we have been doing them, e.g. no more dependency on one person with a skill set and no more seat of the pants processes

Wasting time supporting the current system.

Supporting past customers night and day.

Q37. What should we start doing that we are not now doing?

Well defined quality processes Hiring processes, with rejection letters Short effective meetings that are ONLY return and report, separate from brainstorming meetings--each person must be clearly aware of his/her deliverables REsponding to our customers immediately, clearly, effectively Documenting all coding Architecting the product from the ground up Bridging to familiar technology Following Marketing REquirements processes

Work as teams. Openly and honestly communicate. Improve quality controls and processes.

Collecting data on Human productivity

Establish times (like 10 a.m. to 4 p.m. Mon, Wed and Fri) when everyone will be in plant. Implement teaming. Have team review of projects to be worked. Perform "process analysis" on each problem that occurs. Have formal "workplace harassment training" to educate employees that unprofessional behavior is against the law. Pick a few reasonable projects to improve Viva and stick with them until they are completely done.

We must document our work. That means that EVERYONE must document their work. There must be a stronger sense of accountability that not everyone presently possesses.

1. Create a roadmap (with employee input) and share the vision of the future with the rest of the company. 2. Establish specific roles and responsibilities to allow more task focus. 3. Work towards consensus and alignment.

We should implement a concrete process for review for promotion and pay increase. People sometimes work here for years without a review, and when anyone receives a pay increase, it is because they nagged management.

Establish product requirement priorities in light of sales and marketing priorities Delegate without micromanaging and undermining the delegated tasks

Rebuild the system using innovative applications of standard, know techniques.

See #35 above. Suggestion boxes--anonymous or open at employee's discretion. Rewards/ incentives good suggestions. Company alignment meetings to build motivation, identity, camaraderie. Create a small employee handbook to better communicate expectations, help align rewards with company's values and interests.

1. Hire people. 2. Split the various pieces of Viva, the hardware, etc., up into teams. 3. Recognize the real value of our current products.

Q38. What is another suggestion, about anything, that you'd like us to consider as we strive to improve things?

Each team member needs to be patient and have confidence as we move XYZ into the right direction and each team member needs to work hard and smart to contribute to the vision, mission, goals and objectives of XYZ

Let the long view create order.