



## FRANKLINCOVEY xQ DATABASE AVERAGES

In the following pages you will find several tables with our new averages. These are based on our client's xQ results.

The results are based on all clients who have taken the xQ 2.0 version of the xQ survey and whose projects had been closed as of December 31, 2009.

### Definitions

- Baseline means that we have included projects/organizations taken the xQ survey for the first time. For example, if an organization has taken the xQ survey twice, only the data from their first xQ was included in the calculations,
- Number of Organizations is equivalent to number of "projects." It indicates the number of "projects" included in the calculations, regardless of their size. A project with 30,000 respondents counts as 1; a project with 10 respondents also counts as 1.
- Number of Respondents represents the number of people included in the calculations. These respondents belong to units with 5 or more respondents. If a respondent was part of a unit that received fewer than 5 respondents, they were not included in the calculations.
- Number of Units refers to the smallest "work units" as defined in the set-up of a project. For example, the xQ/CFAR team is part of Innovation, which is part of FranklinCovey. The "unit" in this case will be the xQ/CFAR team.
- Only those units with 5 or more respondents have been included in the calculations. Therefore, the total number of people who have taken the xQ survey is larger than the number of respondents included in the tables. If a respondent was part of a unit with fewer than 5 respondents, then his/her responses were excluded from the calculations.
- Top 10% represents the scores obtained when we only include the units with the highest 10% of the overall xQ scores.

### Keep in mind...

- Although we have provided "Overall" and "Top 10%" scores for each group, keep in mind that some of these groups represent very small groups of people and/or units. In those cases, either do not quote the averages or just use them as "anecdotal" data. This is especially true in the case of Industry/Sector averages.
- The number of entities included in the calculations relate to each other in the following manner: given the number of units, we determine the number of people represented in those units, then the number of different organizations the units are part of. For example, in the case of the "Overall," as of 12/31/09 we had 11,470 units among all our projects with 5 or more respondents each. Those 11,470 units included a total of 159,337 people. The 11,470 units belong to 1,353 different organizations/projects.

## Summary Table — FranklinCovey Database as of December 31, 2009 — Units by World Regions - Baseline only

	WORLD REGIONS							
			Asia/Pacific		Europe, Middle East & Africa		Latin America	
	All Units Overall	All Units Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%
Number of Organizations	1,353	372	160	48	407	97	163	44
Number of Respondents	159,337	10,117	18,957	1,459	27,236	2,059	25,613	1,594
Number of Units	11,470	1,144	1,424	142	2,374	237	1,541	154
xQ Score	58	81	61	82	56	78	55	78
<b>CLARITY</b>	<b>62</b>	<b>84</b>	<b>66</b>	<b>86</b>	<b>60</b>	<b>83</b>	<b>58</b>	<b>82</b>
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	60	85	65	87	57	82	52	80
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	56	85	61	87	54	83	53	84
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	71	82	68	83	69	81
<b>COMMITMENT</b>	<b>64</b>	<b>83</b>	<b>65</b>	<b>82</b>	<b>63</b>	<b>82</b>	<b>63</b>	<b>81</b>
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	53	77	56	77	50	74	47	71
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	66	87	67	87	66	88
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	73	81	72	84	76	86
<b>TRANSLATION INTO ACTION</b>	<b>59</b>	<b>79</b>	<b>62</b>	<b>81</b>	<b>55</b>	<b>75</b>	<b>56</b>	<b>76</b>
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	62	86	66	86	60	84	59	84
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	56	84	63	87	54	81	51	79
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	53	76	56	78	46	68	50	72
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	64	73	61	68	63	68
<b>ENABLING</b>	<b>57</b>	<b>80</b>	<b>60</b>	<b>81</b>	<b>55</b>	<b>76</b>	<b>54</b>	<b>77</b>
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	59	85	53	77	54	80
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	51	78	55	81	50	74	45	73
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	65	78	62	77	64	79
<b>SYNERGY</b>	<b>53</b>	<b>79</b>	<b>57</b>	<b>82</b>	<b>50</b>	<b>76</b>	<b>50</b>	<b>77</b>
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	60	84	56	81	56	83
TEAM TRUST: A safe "win-win" work environment (Q5)	53	81	56	81	53	79	50	78
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	51	77	43	68	40	66
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	55	82	59	86	50	77	52	82
<b>ACCOUNTABILITY</b>	<b>54</b>	<b>80</b>	<b>58</b>	<b>83</b>	<b>52</b>	<b>77</b>	<b>49</b>	<b>76</b>
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	83	63	86	57	80	59	83
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	44	76	52	80	40	73	40	71
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	58	82	60	83	59	79	49	74

## Summary Table — FranklinCovey Database as of December 31, 2009 — Units by Regions within EMEA - Baseline only

	REGIONS WITHIN EMEA									
			EMEA		Europe		Middle East		Africa	
	All Units Overall	All Units Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%
Number of Organizations	1,353	372	407	97	336	72	18	6	58	20
Number of Respondents	159,337	10,117	27,236	2,059	21,097	1,536	1,343	81	4,507	349
Number of Units	11,470	1,144	2,374	237	1,938	193	102	10	315	31
xQ Score	58	81	56	78	55	77	55	76	58	82
<b>CLARITY</b>	62	84	60	83	59	82	60	80	64	86
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	60	85	57	82	55	81	57	77	63	87
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	56	85	54	83	53	82	56	82	62	89
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	68	83	69	83	68	81	67	82
<b>COMMITMENT</b>	64	83	63	82	63	81	63	78	64	83
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	53	77	50	74	49	73	51	68	54	77
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	67	87	68	87	64	80	65	90
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	72	84	72	84	74	86	71	84
<b>TRANSLATION INTO ACTION</b>	59	79	55	75	55	75	55	72	60	79
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	62	86	60	84	60	84	57	75	64	85
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	56	84	54	81	54	81	53	72	56	84
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	53	76	46	68	44	65	52	72	56	76
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	61	68	61	68	58	70	62	72
<b>ENABLING</b>	57	80	55	76	54	75	57	79	57	82
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	53	77	52	76	53	81	55	83
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	51	78	50	74	49	72	53	75	54	82
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	62	77	62	76	66	82	63	80
<b>SYNERGY</b>	53	79	50	76	51	76	49	73	50	79
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	56	81	56	82	52	73	54	82
TEAM TRUST: A safe "win-win" work environment (Q5)	53	81	53	79	54	79	48	73	51	80
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	43	68	42	67	46	72	44	74
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	55	82	50	77	49	77	50	75	53	81
<b>ACCOUNTABILITY</b>	54	80	52	77	51	77	50	73	54	81
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	83	57	80	56	79	57	76	61	84
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	44	76	40	73	39	72	40	68	47	79
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	58	82	59	79	60	80	52	74	54	79

## Summary Table — FranklinCovey Database as of December 31, 2009 — Units by Countries - Baseline only

	COUNTRIES													
			Australia		Brazil		Canada		Greater China*		Costa Rica		Czech Republic	
	All Units Overall	All Units Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%
* It includes China, Hong Kong and Taiwan														
Number of Organizations	1,353	372	16	5	26	3	44	16	28	9	33	10	11	5
Number of Respondents	159,337	10,117	859	60	2,923	241	5,142	316	2,369	129	3,146	201	832	72
Number of Units	11,470	1,144	113	11	185	18	368	36	163	16	280	28	91	9
xQ Score	58	81	59	79	61	83	61	80	63	83	54	77	59	79
<b>CLARITY</b>	<b>62</b>	<b>84</b>	<b>62</b>	<b>81</b>	<b>66</b>	<b>88</b>	<b>66</b>	<b>84</b>	<b>68</b>	<b>86</b>	<b>56</b>	<b>79</b>	<b>61</b>	<b>83</b>
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	60	85	58	74	64	87	66	86	70	90	47	70	54	83
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	56	85	58	87	65	92	62	85	62	85	53	83	59	87
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	70	82	69	84	70	82	74	84	68	84	70	79
<b>COMMITMENT</b>	<b>64</b>	<b>83</b>	<b>68</b>	<b>86</b>	<b>63</b>	<b>83</b>	<b>65</b>	<b>83</b>	<b>63</b>	<b>79</b>	<b>64</b>	<b>83</b>	<b>64</b>	<b>82</b>
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	53	77	57	79	54	78	56	80	55	71	47	72	57	78
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	72	92	73	92	69	87	67	88	69	90	66	89
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	75	88	64	79	72	81	68	78	76	88	70	81
<b>TRANSLATION INTO ACTION</b>	<b>59</b>	<b>79</b>	<b>58</b>	<b>73</b>	<b>61</b>	<b>78</b>	<b>62</b>	<b>78</b>	<b>65</b>	<b>83</b>	<b>54</b>	<b>75</b>	<b>57</b>	<b>74</b>
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	62	86	61	79	66	88	68	88	68	87	59	85	65	88
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	56	84	56	80	58	87	59	83	68	90	49	76	60	82
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	53	76	54	65	63	80	56	73	56	76	46	67	41	62
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	62	69	56	59	65	69	68	77	62	71	61	63
<b>ENABLING</b>	<b>57</b>	<b>80</b>	<b>57</b>	<b>77</b>	<b>58</b>	<b>82</b>	<b>60</b>	<b>79</b>	<b>61</b>	<b>80</b>	<b>55</b>	<b>77</b>	<b>59</b>	<b>78</b>
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	56	77	56	80	59	80	61	86	56	80	62	83
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	51	78	51	76	53	83	56	78	55	79	45	69	54	77
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	64	78	66	83	65	80	67	77	63	80	61	74
<b>SYNERGY</b>	<b>53</b>	<b>79</b>	<b>56</b>	<b>83</b>	<b>59</b>	<b>86</b>	<b>55</b>	<b>77</b>	<b>59</b>	<b>85</b>	<b>50</b>	<b>77</b>	<b>56</b>	<b>82</b>
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	62	87	62	92	61	81	65	86	56	83	63	86
TEAM TRUST: A safe "win-win" work environment (Q5)	53	81	57	86	55	82	56	77	57	86	51	80	58	85
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	44	71	49	78	47	69	52	80	39	65	47	72
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	55	82	60	86	70	92	58	79	63	86	55	81	53	84
<b>ACCOUNTABILITY</b>	<b>54</b>	<b>80</b>	<b>55</b>	<b>77</b>	<b>57</b>	<b>84</b>	<b>58</b>	<b>82</b>	<b>61</b>	<b>85</b>	<b>49</b>	<b>73</b>	<b>57</b>	<b>79</b>
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	83	63	87	67	90	61	82	65	87	60	79	67	85
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	44	76	40	58	47	83	50	80	57	84	39	67	43	71
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	58	82	61	88	57	79	63	83	62	84	48	74	60	82

## Summary Table — FranklinCovey Database as of December 31, 2009 — Units by Countries - Baseline only

	COUNTRIES													
	All Units Overall	All Units Top 10%	Denmark		Estonia		Germany		Hungary		India		Indonesia	
			Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%
Number of Organizations	1,353	372	58	16	25	4	18	6	21	4	31	14	21	5
Number of Respondents	159,337	10,117	2,431	178	857	68	1,881	124	1,154	71	6,202	561	2,221	124
Number of Units	11,470	1,144	259	25	88	8	162	16	122	12	422	42	139	13
xQ Score	58	81	51	71	60	77	61	81	55	80	63	82	57	84
<b>CLARITY</b>	62	84	51	76	65	81	66	87	58	84	67	85	62	87
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	60	85	46	72	63	85	63	84	51	78	66	85	58	90
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	56	85	44	75	64	80	63	90	48	86	64	87	58	91
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	64	82	68	79	73	87	73	89	72	84	69	78
<b>COMMITMENT</b>	64	83	61	77	69	83	68	83	64	85	66	82	59	81
TEAM GOALS — QUALITY: Clear, measurable team goals (Q2)	53	77	39	58	62	79	53	71	51	77	56	74	51	81
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	71	89	71	90	78	93	63	91	67	87	62	91
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	72	83	72	80	74	86	77	88	76	85	65	72
<b>TRANSLATION INTO ACTION</b>	59	79	50	70	57	72	58	76	52	73	63	80	60	83
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	62	86	50	76	71	87	68	91	60	84	67	84	61	89
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	56	84	47	77	58	81	65	86	49	78	64	85	59	87
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	53	76	38	55	44	55	42	63	40	59	59	78	53	81
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	65	74	57	66	58	67	61	70	63	73	68	76
<b>ENABLING</b>	57	80	51	70	60	75	59	78	56	83	63	83	54	80
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	49	70	59	79	56	78	56	87	62	86	52	85
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	51	78	46	64	54	70	57	78	47	76	59	83	51	82
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	59	77	68	76	64	79	66	86	69	80	60	74
<b>SYNERGY</b>	53	79	47	66	57	74	58	83	49	81	59	82	55	86
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	55	77	61	81	66	88	53	87	62	82	56	87
TEAM TRUST: A safe "win-win" work environment (Q5)	53	81	53	74	61	77	61	87	47	77	58	81	56	87
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	39	55	48	65	50	76	44	78	54	77	49	81
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	55	82	41	60	60	72	57	82	50	84	63	86	56	87
<b>ACCOUNTABILITY</b>	54	80	47	70	52	77	55	79	52	78	60	81	53	84
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	83	48	70	50	72	57	84	59	82	64	84	57	89
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	44	76	29	59	41	74	44	70	40	71	56	79	45	80
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	58	82	64	82	64	85	63	81	57	81	60	82	56	84

## Summary Table — FranklinCovey Database as of December 31, 2009 — Units by Countries - Baseline only

	COUNTRIES													
	All Units Overall	All Units Top 10%	Japan		Korea		Mexico		Netherlands		Panama		Philippines	
			Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%
Number of Organizations	1,353	372	17	5	18	6	34	14	24	9	36	14	14	3
Number of Respondents	159,337	10,117	1,542	108	1,870	117	10,223	406	1,397	117	5,353	493	1,051	94
Number of Units	11,470	1,144	141	14	135	13	356	35	134	13	443	44	90	9
xQ Score	58	81	58	78	59	78	53	76	47	64	53	75	69	90
<b>CLARITY</b>	62	84	65	84	64	81	57	83	50	67	54	77	73	93
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	60	85	71	92	62	79	52	82	48	66	46	71	73	96
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	56	85	55	79	59	81	50	83	39	61	48	79	71	97
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	69	80	72	82	69	82	62	72	68	80	75	84
<b>COMMITMENT</b>	64	83	64	81	65	80	62	80	58	74	62	80	72	90
TEAM GOALS — QUALITY: Clear, measurable team goals (Q2)	53	77	58	78	58	76	46	69	42	61	44	69	66	89
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	61	82	60	80	60	84	67	83	66	85	73	94
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	71	82	78	85	78	87	64	78	77	86	77	85
<b>TRANSLATION INTO ACTION</b>	59	79	59	80	61	77	54	73	49	62	56	76	70	89
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	62	86	69	92	67	84	56	83	51	69	55	83	73	91
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	56	84	60	86	63	83	47	71	43	58	52	79	72	95
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	53	76	44	67	54	74	46	69	41	54	51	69	68	94
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	64	74	60	69	65	70	60	67	68	75	66	74
<b>ENABLING</b>	57	80	53	70	56	76	54	79	47	63	51	71	69	88
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	54	77	56	80	53	82	48	67	50	74	69	92
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	51	78	49	68	49	73	44	71	38	53	42	66	65	91
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	54	65	64	76	66	83	55	68	61	74	72	81
<b>SYNERGY</b>	53	79	52	73	52	76	46	73	40	57	47	73	64	91
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	54	75	55	81	50	76	44	64	58	83	68	92
TEAM TRUST: A safe "win-win" work environment (Q5)	53	81	55	77	51	76	44	71	50	71	52	76	62	89
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	47	68	49	72	40	64	31	43	37	62	57	87
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	55	82	52	73	53	76	51	80	35	51	42	70	68	96
<b>ACCOUNTABILITY</b>	54	80	56	79	57	76	48	73	42	62	47	72	66	92
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	83	59	83	67	82	55	80	48	68	57	82	69	91
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	44	76	49	76	45	68	43	70	28	48	34	63	60	90
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	58	82	59	78	60	79	45	69	50	68	49	71	69	94

## Summary Table — FranklinCovey Database as of December 31, 2009 — Units by Countries - Baseline only

	COUNTRIES													
	All Units Overall	All Units Top 10%	Russia		Southern Africa		Sweden		Thailand		United Kingdom		United States	
			Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%
Number of Organizations	1,353	372	14	3	39	9	46	8	15	3	60	17	651	185
Number of Respondents	159,337	10,117	1,533	107	2,849	222	944	65	1,164	119	3,840	228	81,276	4,737
Number of Units	11,470	1,144	148	14	179	17	88	8	88	8	310	31	5,737	573
xQ Score	58	81	63	82	56	79	49	72	63	86	56	78	59	82
<b>CLARITY</b>	62	84	69	86	62	84	50	70	67	87	61	82	63	85
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	60	85	68	87	64	88	40	60	65	92	61	84	62	85
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	56	85	64	87	58	85	43	71	64	91	54	81	56	85
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	76	84	64	80	66	78	72	79	67	82	69	83
<b>COMMITMENT</b>	64	83	65	82	63	83	61	80	68	83	63	83	65	84
TEAM GOALS — QUALITY: Clear, measurable team goals (Q2)	53	77	57	75	53	77	46	75	60	83	52	73	55	80
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	67	89	65	87	66	82	67	86	67	88	68	89
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	72	82	70	85	70	82	77	80	71	87	72	85
<b>TRANSLATION INTO ACTION</b>	59	79	63	80	58	76	48	66	63	84	57	76	60	80
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	62	86	71	90	61	83	47	69	68	86	61	83	63	87
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	56	84	66	86	53	80	48	74	65	94	56	81	57	84
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	53	76	52	75	56	73	34	56	56	85	51	69	57	78
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	61	70	60	68	61	67	64	70	60	70	63	72
<b>ENABLING</b>	57	80	61	79	56	78	49	72	62	85	54	74	58	81
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	58	79	53	80	46	70	60	88	50	76	56	83
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	51	78	60	82	52	78	39	62	58	88	49	71	52	79
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	67	76	62	77	63	83	69	78	61	77	66	82
<b>SYNERGY</b>	53	79	63	84	47	72	44	73	60	88	49	73	53	80
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	67	87	50	74	49	74	64	92	58	78	58	84
TEAM TRUST: A safe "win-win" work environment (Q5)	53	81	63	86	48	75	49	80	57	82	54	80	53	82
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	53	72	41	64	39	68	60	86	39	63	45	72
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	55	82	66	89	49	76	38	71	61	91	47	72	57	83
<b>ACCOUNTABILITY</b>	54	80	61	82	53	81	45	71	60	87	55	79	55	81
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	83	61	83	61	86	50	69	66	87	62	82	59	83
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	44	76	56	82	47	82	26	57	55	88	42	71	45	77
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	58	82	65	82	52	74	60	86	60	87	60	83	60	84

## Summary Table — FranklinCovey Database as of December 31, 2009 — Units by Industries/Sectors - Baseline only

	INDUSTRIES/SECTOR													
			Automotive		Communication/ Media		Consulting Services		Education		Energy: Oil, Gas & Utilities		Engineering Services	
	All Units Overall	All Units Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%
Number of Organizations	1,353	372	25	5	90	21	87	7	60	17	44	20	32	10
Number of Respondents	159,337	10,117	1,994	73	3,486	252	5,225	275	4,917	434	4,696	361	2,533	163
Number of Units	11,470	1,144	117	11	342	34	441	43	355	35	390	39	257	25
xQ Score	58	81	51	75	54	75	63	88	60	80	56	75	57	79
<b>CLARITY</b>	<b>62</b>	<b>84</b>	<b>56</b>	<b>80</b>	<b>57</b>	<b>77</b>	<b>66</b>	<b>90</b>	<b>64</b>	<b>82</b>	<b>60</b>	<b>79</b>	<b>60</b>	<b>84</b>
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	60	85	54	79	57	75	66	92	65	81	58	78	57	84
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	56	85	47	79	48	76	61	92	57	82	53	78	56	87
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	66	81	67	80	70	86	70	83	69	80	68	80
<b>COMMITMENT</b>	<b>64</b>	<b>83</b>	<b>60</b>	<b>79</b>	<b>62</b>	<b>79</b>	<b>68</b>	<b>88</b>	<b>68</b>	<b>86</b>	<b>63</b>	<b>79</b>	<b>65</b>	<b>82</b>
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	53	77	46	68	49	69	60	87	56	80	50	70	52	76
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	62	83	67	87	72	92	73	91	66	86	69	87
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	70	85	71	82	72	85	76	87	72	80	74	85
<b>TRANSLATION INTO ACTION</b>	<b>59</b>	<b>79</b>	<b>51</b>	<b>71</b>	<b>56</b>	<b>73</b>	<b>64</b>	<b>87</b>	<b>61</b>	<b>79</b>	<b>57</b>	<b>74</b>	<b>57</b>	<b>77</b>
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	62	86	56	80	57	79	69	94	65	84	60	80	62	85
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	56	84	47	72	52	76	60	90	58	84	55	79	54	80
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	53	76	43	64	52	68	62	87	59	76	52	69	51	72
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	59	66	64	71	66	76	64	72	63	69	62	70
<b>ENABLING</b>	<b>57</b>	<b>80</b>	<b>50</b>	<b>74</b>	<b>54</b>	<b>74</b>	<b>62</b>	<b>87</b>	<b>59</b>	<b>80</b>	<b>55</b>	<b>73</b>	<b>57</b>	<b>77</b>
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	48	74	51	74	62	91	59	83	55	77	56	81
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	51	78	42	68	46	68	56	89	51	76	47	66	50	70
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	59	79	64	81	67	82	68	83	64	77	65	80
<b>SYNERGY</b>	<b>53</b>	<b>79</b>	<b>43</b>	<b>72</b>	<b>48</b>	<b>73</b>	<b>58</b>	<b>87</b>	<b>54</b>	<b>79</b>	<b>51</b>	<b>71</b>	<b>53</b>	<b>78</b>
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	48	74	54	79	64	90	60	83	57	77	57	81
TEAM TRUST: A safe "win-win" work environment (Q5)	53	81	45	74	50	77	62	92	55	82	53	73	57	82
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	39	67	39	63	49	82	43	68	43	63	43	66
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	55	82	42	72	48	73	59	84	56	81	53	72	56	84
<b>ACCOUNTABILITY</b>	<b>54</b>	<b>80</b>	<b>48</b>	<b>76</b>	<b>51</b>	<b>75</b>	<b>62</b>	<b>92</b>	<b>54</b>	<b>78</b>	<b>52</b>	<b>75</b>	<b>53</b>	<b>78</b>
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	83	55	78	59	81	66	92	59	80	59	80	60	81
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	44	76	38	70	37	63	53	91	40	69	39	66	39	70
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	58	82	52	80	57	81	67	93	62	85	60	78	59	82

## Summary Table — FranklinCovey Database as of December 31, 2009 — Units by Industries/Sectors - Baseline only

	INDUSTRIES/SECTORS													
			Financial Services		Government/ Public Admin.		Healthcare		Hospitality		Insurance		Manufacturing	
	All Units Overall	All Units Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%
Number of Organizations	1,353	372	119	36	85	22	86	22	46	21	56	19	208	64
Number of Respondents	159,337	10,117	14,315	794	9,867	564	5,912	512	6,232	454	7,313	576	48,877	3,171
Number of Units	11,470	1,144	1,045	104	876	87	556	55	438	43	630	63	3,213	321
xQ Score	58	81	62	82	54	79	58	80	58	80	60	80	58	81
<b>CLARITY</b>	<b>62</b>	<b>84</b>	<b>67</b>	<b>85</b>	<b>57</b>	<b>81</b>	<b>61</b>	<b>83</b>	<b>61</b>	<b>82</b>	<b>65</b>	<b>85</b>	<b>63</b>	<b>85</b>
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	60	85	64	84	55	84	58	84	57	81	64	86	61	86
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	56	85	64	87	50	77	57	85	56	83	60	85	57	87
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	72	83	67	83	69	81	69	81	71	84	69	83
<b>COMMITMENT</b>	<b>64</b>	<b>83</b>	<b>67</b>	<b>84</b>	<b>63</b>	<b>84</b>	<b>66</b>	<b>84</b>	<b>66</b>	<b>86</b>	<b>66</b>	<b>83</b>	<b>64</b>	<b>83</b>
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	53	77	55	77	47	72	54	79	57	82	56	76	53	77
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	70	89	68	92	70	89	66	88	68	87	66	88
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	74	85	73	88	73	84	75	87	74	85	72	84
<b>TRANSLATION INTO ACTION</b>	<b>59</b>	<b>79</b>	<b>61</b>	<b>79</b>	<b>57</b>	<b>80</b>	<b>58</b>	<b>78</b>	<b>57</b>	<b>75</b>	<b>62</b>	<b>79</b>	<b>59</b>	<b>79</b>
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	62	86	66	86	58	82	61	84	61	83	66	85	64	87
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	56	84	59	84	55	88	57	83	57	80	58	82	56	83
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	53	76	55	75	54	80	52	74	52	73	57	74	52	75
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	64	72	63	70	63	70	59	65	65	74	62	70
<b>ENABLING</b>	<b>57</b>	<b>80</b>	<b>62</b>	<b>82</b>	<b>52</b>	<b>77</b>	<b>58</b>	<b>79</b>	<b>60</b>	<b>82</b>	<b>59</b>	<b>79</b>	<b>56</b>	<b>81</b>
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	60	84	53	83	56	81	58	82	58	81	55	83
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	51	78	58	80	44	73	53	78	56	82	53	75	51	78
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	69	81	60	76	65	79	68	83	66	80	64	82
<b>SYNERGY</b>	<b>53</b>	<b>79</b>	<b>57</b>	<b>82</b>	<b>48</b>	<b>74</b>	<b>52</b>	<b>78</b>	<b>54</b>	<b>79</b>	<b>55</b>	<b>79</b>	<b>53</b>	<b>81</b>
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	61	85	56	82	58	82	58	84	60	82	56	84
TEAM TRUST: A safe "win-win" work environment (Q5)	53	81	57	82	52	83	54	80	55	81	56	80	51	80
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	48	75	39	63	43	69	45	70	46	72	45	73
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	55	82	63	86	44	69	55	80	56	82	60	84	58	87
<b>ACCOUNTABILITY</b>	<b>54</b>	<b>80</b>	<b>58</b>	<b>82</b>	<b>49</b>	<b>78</b>	<b>53</b>	<b>80</b>	<b>53</b>	<b>78</b>	<b>56</b>	<b>79</b>	<b>54</b>	<b>80</b>
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	83	63	83	56	80	57	82	59	83	60	80	59	82
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	44	76	50	78	38	74	43	76	47	75	48	76	45	76
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	58	82	61	85	54	79	61	82	54	76	59	82	57	81

## Summary Table — FranklinCovey Database as of December 31, 2009 — Units by Industries/Sectors - Baseline only

	INDUSTRIES/SECTORS													
			Military		Pharmaceutical		Retail		Technology Services		Telecommunications		Transportation	
	All Units Overall	All Units Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%
Number of Organizations	1,353	372	20	12	36	13	209	58	73	25	43	14	29	7
Number of Respondents	159,337	10,117	5,074	262	3,689	278	14,679	921	13,900	567	4,248	262	2,225	135
Number of Units	11,470	1,144	327	32	331	33	1,072	107	579	57	304	30	177	17
xQ Score	58	81	48	71	63	85	59	81	56	75	57	78	54	76
<b>CLARITY</b>	<b>62</b>	<b>84</b>	<b>51</b>	<b>73</b>	<b>70</b>	<b>89</b>	<b>62</b>	<b>83</b>	<b>58</b>	<b>79</b>	<b>62</b>	<b>83</b>	<b>58</b>	<b>78</b>
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (O9)	60	85	49	72	74	92	58	80	59	79	62	84	52	77
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	56	85	41	70	63	89	57	85	49	79	56	84	54	80
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	63	78	71	84	72	83	67	78	69	82	66	77
<b>COMMITMENT</b>	<b>64</b>	<b>83</b>	<b>56</b>	<b>75</b>	<b>68</b>	<b>86</b>	<b>65</b>	<b>83</b>	<b>62</b>	<b>77</b>	<b>63</b>	<b>81</b>	<b>62</b>	<b>80</b>
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	53	77	44	66	58	83	57	78	50	69	51	76	50	74
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	57	80	71	90	65	88	66	82	66	85	63	86
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	66	79	76	87	73	83	70	81	72	82	72	80
<b>TRANSLATION INTO ACTION</b>	<b>59</b>	<b>79</b>	<b>50</b>	<b>72</b>	<b>65</b>	<b>83</b>	<b>60</b>	<b>80</b>	<b>56</b>	<b>74</b>	<b>58</b>	<b>76</b>	<b>54</b>	<b>75</b>
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	62	86	47	70	71	89	63	85	58	80	63	84	57	83
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	56	84	48	77	62	88	59	85	54	78	56	80	51	77
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	53	76	49	72	60	83	53	76	52	71	51	71	50	69
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	56	68	65	72	65	72	61	67	61	70	60	70
<b>ENABLING</b>	<b>57</b>	<b>80</b>	<b>47</b>	<b>68</b>	<b>59</b>	<b>82</b>	<b>61</b>	<b>82</b>	<b>54</b>	<b>74</b>	<b>57</b>	<b>77</b>	<b>53</b>	<b>74</b>
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	45	69	59	84	57	82	53	75	54	79	52	76
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	51	78	39	63	54	83	55	82	49	71	52	76	46	70
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	58	71	64	78	69	81	62	76	64	76	61	77
<b>SYNERGY</b>	<b>53</b>	<b>79</b>	<b>43</b>	<b>69</b>	<b>56</b>	<b>82</b>	<b>55</b>	<b>82</b>	<b>50</b>	<b>74</b>	<b>52</b>	<b>76</b>	<b>48</b>	<b>74</b>
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	51	79	62	87	57	84	58	79	58	83	54	81
TEAM TRUST: A safe "win-win" work environment (Q5)	53	81	48	75	58	84	55	81	55	76	54	78	49	76
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	36	60	47	72	50	76	41	66	44	68	40	66
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	55	82	37	61	57	86	60	86	48	74	50	74	48	74
<b>ACCOUNTABILITY</b>	<b>54</b>	<b>80</b>	<b>45</b>	<b>71</b>	<b>62</b>	<b>87</b>	<b>53</b>	<b>81</b>	<b>54</b>	<b>73</b>	<b>55</b>	<b>78</b>	<b>49</b>	<b>73</b>
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	83	51	78	68	89	56	81	61	77	61	80	55	78
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	44	76	33	59	52	83	48	79	40	64	45	75	39	66
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	58	82	50	76	65	88	57	82	62	79	60	80	53	77