



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 August 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 refer to the smallest "work units" as defined in the set-up of a project. For example, the xQ team is part of Innovation, which is part of OSBU. The "unit" in this case will be the xQ 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 In those cases, either do not quote the averages or just use them as "anecdotal" data.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 08/31/09 we had 10,967 units among all our projects with 5 or more respondents each. Those 10,967 units included a total of 152,445 people. The 10,967 units belong to 1,283 different organizations/projects.

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

Note: 24 Units were located in multiple World Regions

	WORLD REGIONS									
			Asia/Pacific		Europe		Europe, Middle East & Africa		Latin America	
	All Units Overall	All Units Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%
Number of Organizations	1,283	356	142	43	311	67	377	89	146	40
Number of Respondents	152,445	9,722	17,365	1,288	20,146	1,477	25,435	1,898	22,641	1,467
Number of Units	10,967	1,096	1,275	127	1,835	183	2,209	220	1,398	139
xQ Score	58	81	61	82	55	77	56	78	55	78
CLARITY	62	84	65	85	59	82	60	83	58	82
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	60	85	64	86	56	81	57	83	52	80
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	56	85	61	86	53	81	54	83	53	85
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	71	82	69	83	68	83	69	82
COMMITMENT	64	83	65	82	63	81	63	82	63	82
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	53	78	56	77	49	73	50	74	47	72
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	65	87	68	87	67	87	67	88
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	73	82	72	84	72	84	76	85
TRANSLATION INTO ACTION	59	79	62	80	55	74	55	75	56	76
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	62	86	66	86	60	84	60	84	59	84
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	56	84	62	86	54	81	54	81	51	80
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	53	76	55	76	44	66	46	68	50	72
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	63	73	61	67	61	68	64	69
ENABLING	57	80	59	80	54	75	55	76	54	77
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	55	82	58	84	52	76	53	77	54	80
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	51	77	54	80	49	72	50	73	46	73
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	65	77	62	76	62	77	64	79
SYNERGY	53	79	56	82	51	76	50	76	50	78
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	60	84	57	82	56	81	56	83
TEAM TRUST: A safe "win-win" work environment (Q5)	53	81	56	82	54	79	53	79	51	78
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	50	77	42	66	43	67	40	67
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	55	82	59	85	50	77	50	77	52	82
ACCOUNTABILITY	54	80	58	82	51	77	52	77	50	76
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	63	85	56	79	57	80	59	83
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	44	76	51	78	39	72	40	73	40	71
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	58	82	59	83	60	80	59	80	49	75

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

* Since December 2008 our database was revised finding few projects downloaded more than once. This affected the number of units and respondents reported for some of the countries and industries. They have been marked with an asterisks.

	COUNTRIES													
	All Units Overall	All Units Top 10%	Australia		Brazil		Canada		Costa Rica		Denmark		Germany*	
			Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%
Number of Organizations	1,283	356	16	5	24	3	43	17	32	10	57	16	18	6
Number of Respondents	152,445	9,722	851	60	2,159	228	5,089	326	3,127	190	2,390	178	1,881	124
Number of Units	10,967	1,096	112	11	168	16	363	36	278	27	253	25	162	16
xQ Score	58	81	59	79	63	84	61	80	54	77	51	71	61	81
CLARITY	62	84	62	81	68	89	66	84	56	80	52	76	66	87
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	60	85	58	74	67	88	66	87	48	71	46	72	63	84
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	56	85	58	87	68	93	62	84	53	83	44	75	63	90
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	70	82	70	84	70	82	68	85	64	82	73	87
COMMITMENT	64	83	68	86	65	83	65	83	64	83	61	77	68	83
TEAM GOALS — QUALITY: Clear, measurable team goals (Q2)	53	78	56	79	56	77	55	80	47	72	39	58	53	71
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	72	92	74	92	68	87	69	90	71	89	78	93
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	75	88	66	80	72	81	76	88	72	83	74	86
TRANSLATION INTO ACTION	59	79	58	73	62	79	62	78	54	75	50	70	58	76
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	62	86	61	79	69	89	68	88	59	85	50	76	68	91
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	56	84	55	80	61	87	59	83	50	77	47	77	65	86
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	53	76	53	65	64	81	55	73	46	68	39	55	42	63
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	62	69	56	60	65	69	62	71	65	74	58	67
ENABLING	57	80	57	77	60	83	60	79	55	77	51	70	59	78
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	55	82	56	77	58	82	59	79	56	80	49	70	56	78
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	51	77	51	76	56	84	56	77	45	70	46	64	57	78
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	64	78	67	82	65	80	63	80	59	77	64	79
SYNERGY	53	79	56	83	61	86	55	76	50	77	47	66	58	83
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	62	87	65	92	61	82	56	82	55	77	66	88
TEAM TRUST: A safe "win-win" work environment (Q5)	53	81	57	86	56	82	56	77	51	80	53	74	61	87
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	44	71	51	77	47	68	39	66	40	55	50	76
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	55	82	60	86	73	92	58	78	55	82	41	60	57	82
ACCOUNTABILITY	54	80	55	77	59	85	58	82	49	74	47	70	55	79
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	63	87	69	91	61	82	60	79	48	70	57	84
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	44	76	40	58	50	84	50	80	39	68	29	59	44	70
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	58	82	61	88	58	80	63	83	48	73	64	82	63	81

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

* Since December 2008 our database was revised finding few projects downloaded more than once. This affected the number of units and respondents reported for some of the countries and industries. They have been marked with an asterisks.

	COUNTRIES													
	All Units Overall	All Units Top 10%	India*		Indonesia		Japan		Korea*		Mexico		Netherlands	
			Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%
Number of Organizations	1,283	356	26	12	20	4	16	4	18	6	31	14	23	9
Number of Respondents	152,445	9,722	5,582	510	2,128	101	1,506	99	1,870	117	9,825	379	1,332	111
Number of Units	10,967	1,096	367	36	127	12	136	13	135	13	330	33	125	12
xQ Score	58	81	63	82	55	79	58	78	59	78	53	77	48	64
CLARITY	62	84	67	85	60	81	66	84	64	81	57	83	51	67
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	60	85	65	85	55	85	72	92	62	79	53	82	49	67
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	56	85	64	87	56	84	55	80	59	81	50	84	41	60
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	72	84	68	74	70	80	72	82	69	83	62	72
COMMITMENT	64	83	66	82	58	79	64	81	65	80	62	80	58	74
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	53	78	56	75	50	81	58	78	58	76	46	69	43	62
INDIVIDUAL ENGAGEMENT Individuals motivated and valued (Q10)	67	88	66	87	60	87	62	82	60	80	60	85	67	83
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	76	85	65	70	72	81	78	85	78	87	64	78
TRANSLATION INTO ACTION	59	79	63	80	58	81	60	81	61	77	54	74	49	63
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	62	86	67	84	58	88	69	93	67	84	57	83	53	68
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	56	84	64	86	57	84	60	87	63	83	48	72	43	59
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	53	76	59	78	51	78	44	68	54	74	46	70	41	56
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	62	73	67	73	65	76	60	69	65	69	59	69
ENABLING	57	80	63	83	52	74	53	70	56	76	54	79	47	62
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	55	82	62	86	49	84	54	78	56	80	53	83	48	67
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	51	77	58	82	49	71	50	68	49	73	45	72	38	52
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	69	80	59	68	55	65	64	76	66	83	56	67
SYNERGY	53	79	59	82	52	81	52	73	52	76	46	73	40	58
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	61	82	54	85	55	75	55	81	50	76	44	65
TEAM TRUST: A safe "win-win" work environment (Q5)	53	81	58	81	54	82	55	77	51	76	45	72	50	72
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	54	78	47	72	47	67	49	72	41	65	32	43
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	55	82	62	86	54	84	51	73	53	76	51	81	36	51
ACCOUNTABILITY	54	80	60	81	50	80	56	80	57	76	48	73	43	62
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	64	83	55	84	60	84	67	82	55	80	48	69
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	44	76	56	78	43	76	49	79	45	68	43	71	29	48
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	58	82	60	81	53	80	60	77	60	79	45	69	51	68

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

* Since December 2008 our database was revised finding few projects downloaded more than once. This affected the number of units and respondents reported for some of the countries and industries. They have been marked with an asterisks.

	COUNTRIES											
	All Units Overall	All Units Top 10%	Panama		Russian Federation		Southern Africa*		United Kingdom		United States	
			Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%
Number of Organizations	1,283	356	35	14	14	3	39	9	55	15	646	184
Number of Respondents	152,445	9,722	5,330	493	1,533	107	2,849	222	3,649	212	80,873	4,704
Number of Units	10,967	1,096	441	44	148	14	179	17	298	29	5,698	569
xQ Score	58	81	53	75	63	82	56	79	56	78	59	82
CLARITY	62	84	54	77	69	86	62	84	60	83	63	85
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	60	85	46	71	68	87	64	88	61	85	62	85
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	56	85	48	79	64	87	58	85	54	80	56	85
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	68	80	76	84	64	80	67	83	69	83
COMMITMENT	64	83	62	80	65	82	63	83	63	83	65	85
TEAM GOALS — QUALITY: Clear, measurable team goals (Q2)	53	78	44	69	57	75	53	77	52	73	55	80
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	66	85	67	89	65	87	67	88	68	89
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	77	86	72	82	70	85	70	87	72	85
TRANSLATION INTO ACTION	59	79	56	76	63	80	58	76	57	76	60	80
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	62	86	56	83	71	90	61	83	61	82	63	87
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	56	84	52	79	66	86	53	80	56	81	57	85
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	53	76	51	69	52	75	56	73	51	69	57	78
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	68	75	61	70	60	68	60	70	63	72
ENABLING	57	80	51	71	61	79	56	78	53	75	58	81
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	55	82	50	74	58	79	53	80	50	76	56	83
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	51	77	42	66	60	82	52	78	49	72	52	79
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	61	74	67	76	62	77	61	77	66	82
SYNERGY	53	79	47	73	63	84	47	72	49	74	53	80
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	58	83	67	87	50	74	57	79	58	84
TEAM TRUST: A safe "win-win" work environment (Q5)	53	81	51	76	63	86	48	75	53	80	53	82
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	37	62	53	72	41	64	39	64	45	72
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	55	82	41	70	66	89	49	76	47	71	57	83
ACCOUNTABILITY	54	80	47	72	61	82	53	81	54	79	55	81
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	57	82	61	83	61	86	62	82	59	83
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	44	76	35	63	56	82	47	82	42	71	45	77
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	58	82	49	71	65	82	52	74	60	83	60	84

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

* Since December 2008 our database was revised finding few projects downloaded more than once. This affected the number of units and respondents reported for some of the countries and industries. They have been marked with an asterisks.

	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	1,283	356	24	5	91	21	79	7	59	16	38	17	29	10
Number of Respondents	152,445	9,722	1,897	65	3,511	254	5,027	269	4,900	420	3,691	252	2,357	152
Number of Units	10,967	1,096	107	10	346	34	421	42	349	34	327	32	232	23
xQ Score	58	81	51	75	54	75	64	88	60	81	56	75	58	79
CLARITY	62	84	56	80	57	77	66	90	64	82	59	78	61	82
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	60	85	54	79	57	75	67	93	65	81	59	78	58	82
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	56	85	47	80	49	75	61	92	57	82	52	78	57	85
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	66	81	67	80	71	86	70	83	68	79	69	80
COMMITMENT	64	83	59	80	62	79	68	88	68	86	63	79	66	82
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	53	78	45	70	49	69	61	87	56	80	49	69	53	76
INDIVIDUAL ENGAGEMENT Individuals motivated and valued (Q10)	67	88	62	83	68	87	73	92	73	91	67	87	69	87
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	70	85	71	82	72	86	76	87	72	80	74	84
TRANSLATION INTO ACTION	59	79	51	71	56	73	65	87	61	79	57	74	58	77
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	62	86	55	81	58	78	69	94	65	84	60	81	63	84
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	56	84	47	75	51	76	61	90	58	84	55	78	56	82
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	53	76	44	63	52	67	63	88	59	77	52	69	51	73
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	59	66	64	71	66	76	64	72	63	68	63	71
ENABLING	57	80	49	75	54	74	62	87	59	81	55	74	58	76
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	55	82	47	76	51	74	63	91	59	82	55	77	57	82
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	51	77	42	69	46	68	56	88	51	76	48	67	50	68
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	58	79	64	81	67	82	68	83	63	78	66	79
SYNERGY	53	79	43	73	48	73	59	87	54	79	51	71	54	78
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	47	74	54	79	64	90	60	83	57	75	58	82
TEAM TRUST: A safe "win-win" work environment (Q5)	53	81	46	74	50	76	63	92	55	82	53	73	56	81
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	38	68	39	63	49	82	43	69	43	63	44	66
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	55	82	41	75	49	73	59	84	56	81	53	74	57	82
ACCOUNTABILITY	54	80	48	77	51	75	63	92	54	78	52	75	54	77
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	55	80	59	80	67	92	59	80	58	80	61	81
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	44	76	37	71	37	62	54	91	40	69	38	67	40	69
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	58	82	52	80	57	81	68	93	62	85	61	78	59	83

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

* Since December 2008 our database was revised finding few projects downloaded more than once. This affected the number of units and respondents reported for some of the countries and industries. They have been marked with an asterisks.

	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	1,283	356	111	32	83	22	85	20	46	21	49	18	194	60
Number of Respondents	152,445	9,722	13,783	732	9,103	553	5,700	487	6,232	454	6,874	554	47,152	3,036
Number of Units	10,967	1,096	987	98	859	85	536	53	438	43	601	60	3,102	310
xQ Score	58	81	61	82	54	79	58	80	58	80	60	81	58	81
CLARITY	62	84	66	85	57	81	61	83	61	82	65	85	63	85
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	60	85	64	84	55	84	58	84	57	81	63	86	62	86
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	56	85	64	88	50	77	57	84	56	83	60	85	57	87
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	71	83	67	83	69	81	69	81	71	84	69	83
COMMITMENT	64	83	66	84	63	84	65	84	66	86	66	83	64	83
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	53	78	55	76	48	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	86	73	88	73	85	75	87	74	85	72	84
TRANSLATION INTO ACTION	59	79	61	79	58	80	58	78	57	75	62	79	59	79
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	62	86	66	86	58	83	61	84	61	83	66	85	64	87
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	56	84	58	83	55	88	56	83	57	80	58	82	56	83
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	53	76	55	74	54	81	52	74	52	73	56	75	52	75
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	64	71	63	70	63	70	59	65	65	75	62	70
ENABLING	57	80	62	82	53	78	58	79	60	82	59	79	56	81
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	55	82	60	84	53	83	55	81	58	82	58	81	55	83
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	51	77	58	79	45	73	52	78	56	82	53	76	51	78
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	69	82	60	76	65	79	68	83	67	81	64	81
SYNERGY	53	79	57	82	48	75	52	78	54	79	55	79	53	81
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	60	84	56	83	58	82	58	84	60	82	57	84
TEAM TRUST: A safe "win-win" work environment (Q5)	53	81	56	82	52	83	54	80	55	81	55	79	51	80
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	47	74	39	64	43	69	45	70	46	73	45	72
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	55	82	63	87	44	69	54	80	56	82	61	84	58	87
ACCOUNTABILITY	54	80	58	82	49	78	54	80	53	78	56	79	54	80
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	62	83	56	80	57	82	59	83	60	80	59	82
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	44	76	50	77	38	73	42	77	47	75	48	76	45	76
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	58	82	61	85	54	80	61	82	54	76	59	82	57	81

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

* Since December 2008 our database was revised finding few projects downloaded more than once. This affected the number of units and respondents reported for some of the countries and industries. They have been marked with asterisks.

	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	1,283	356	19	11	35	13	202	55	69	26	40	13	29	7
Number of Respondents	152,445	9,722	4,981	264	3,638	273	14,058	868	13,346	485	3,815	267	2,225	135
Number of Units	10,967	1,096	321	32	326	32	1,025	102	533	53	260	26	177	17
xQ Score	58	81	48	71	63	85	59	82	55	73	57	77	54	76
CLARITY	62	84	51	73	70	89	62	83	57	75	62	83	58	78
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (O9)	60	85	49	72	74	92	58	80	58	75	63	84	52	77
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	56	85	41	69	64	90	58	85	47	75	55	83	54	80
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	63	78	71	84	72	83	66	77	68	82	66	77
COMMITMENT	64	83	56	75	68	87	65	83	61	77	63	81	62	80
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	53	78	44	67	58	83	57	79	49	69	51	76	50	74
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	57	80	71	90	65	87	66	83	67	84	63	86
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	66	79	76	87	73	83	69	80	71	83	72	80
TRANSLATION INTO ACTION	59	79	50	71	65	83	60	80	56	73	58	76	54	75
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	62	86	47	70	71	89	63	86	57	79	62	84	57	83
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	56	84	48	76	62	88	59	85	53	78	55	79	51	77
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	53	76	48	72	60	83	53	76	51	69	52	70	50	69
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	56	68	65	72	65	72	61	66	61	70	60	70
ENABLING	57	80	47	68	59	82	61	82	53	72	56	76	53	74
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	55	82	45	69	59	84	57	82	52	73	54	77	52	76
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	51	77	39	63	54	83	56	82	48	68	51	73	46	70
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	58	71	64	79	69	81	61	74	63	77	61	77
SYNERGY	53	79	43	68	56	82	56	82	49	72	51	74	48	74
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	51	78	62	86	58	84	57	79	58	82	54	81
TEAM TRUST: A safe "win-win" work environment (Q5)	53	81	48	75	58	85	55	82	54	76	54	76	49	76
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	36	60	47	73	50	76	39	61	43	65	40	66
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	55	82	37	60	57	86	60	86	46	71	49	73	48	74
ACCOUNTABILITY	54	80	45	71	62	87	53	81	53	72	55	77	49	73
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	51	78	68	90	56	81	60	76	60	78	55	78
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	44	76	33	59	52	83	48	79	38	59	44	74	39	66
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	58	82	50	76	65	89	57	82	62	79	59	79	53	77