



## 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 June 30, 2008.

### 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 In those cases, either do not quote the averages or just use them as "anecdotal" data.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 06/30/08 we had 8,998 units among all our projects with 5 or more respondents each. Those 8,998 units included a total of 138,525 people. The 8,998 units belong to 1,078 different organizations/projects.

## Summary Table — FranklinCovey Database as of June 30, 2008 — Units by World Regions - Baseline only

*Note: 25 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	1,078	299	100	30	217	62	274	76	116	36
Number of Respondents	138,525	8,225	14,279	1,284	16,049	1,192	21,281	1,529	18,937	1,275
Number of Units	8,998	901	935	93	1,294	129	1,630	163	965	97
xQ Score	58	81	60	81	55	76	55	77	55	77
<b>CLARITY</b>	<b>62</b>	<b>84</b>	<b>65</b>	<b>84</b>	<b>59</b>	<b>81</b>	<b>60</b>	<b>82</b>	<b>59</b>	<b>81</b>
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	61	85	65	85	55	80	57	81	54	79
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	57	85	61	86	53	81	54	83	54	83
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	71	81	67	81	67	81	69	80
<b>COMMITMENT</b>	<b>65</b>	<b>83</b>	<b>64</b>	<b>81</b>	<b>62</b>	<b>81</b>	<b>63</b>	<b>81</b>	<b>63</b>	<b>81</b>
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	54	78	56	77	49	72	50	73	48	71
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	64	87	67	87	67	87	66	87
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	73	81	71	83	71	84	76	87
<b>TRANSLATION INTO ACTION</b>	<b>59</b>	<b>79</b>	<b>62</b>	<b>80</b>	<b>55</b>	<b>73</b>	<b>55</b>	<b>74</b>	<b>56</b>	<b>75</b>
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	63	86	66	86	59	82	60	83	60	82
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	57	84	62	85	54	80	54	80	51	78
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	54	76	55	76	44	64	46	66	50	70
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	63	72	61	67	61	68	63	70
<b>ENABLING</b>	<b>58</b>	<b>80</b>	<b>59</b>	<b>80</b>	<b>53</b>	<b>74</b>	<b>54</b>	<b>75</b>	<b>55</b>	<b>76</b>
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	58	84	51	74	51	76	54	80
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	52	78	53	78	48	71	49	73	46	71
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	65	77	61	77	62	77	65	77
<b>SYNERGY</b>	<b>53</b>	<b>79</b>	<b>55</b>	<b>80</b>	<b>50</b>	<b>75</b>	<b>50</b>	<b>75</b>	<b>50</b>	<b>76</b>
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	59	82	56	81	55	80	55	81
TEAM TRUST: A safe "win-win" work environment (Q5)	54	81	55	80	54	80	53	79	49	76
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	49	74	41	65	42	66	41	65
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	56	82	59	85	48	73	49	75	54	81
<b>ACCOUNTABILITY</b>	<b>54</b>	<b>80</b>	<b>57</b>	<b>81</b>	<b>50</b>	<b>75</b>	<b>51</b>	<b>76</b>	<b>50</b>	<b>74</b>
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	63	83	55	77	56	78	60	82
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	45	76	50	77	37	67	39	70	41	66
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	59	83	59	81	59	81	58	80	49	73

## Summary Table — FranklinCovey Database as of June 30, 2008 — Units by Countries - Baseline only

	COUNTRIES													
	All Units Overall	All Units Top 10%	Brazil		Canada		Costa Rica		Denmark		Germany		India	
			Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%	Overall	Top 10%
Number of Organizations	1,078	299	15	4	38	16	26	8	53	15	15	5	22	10
Number of Respondents	138,525	8,225	2,039	125	4,928	303	2,232	136	2,177	169	2,045	98	4,554	536
Number of Units	8,998	901	112	11	344	34	189	19	242	24	104	10	306	30
xQ Score	58	81	60	79	61	80	55	78	52	72	61	83	62	81
<b>CLARITY</b>	<b>62</b>	<b>84</b>	<b>66</b>	<b>84</b>	<b>67</b>	<b>85</b>	<b>57</b>	<b>80</b>	<b>52</b>	<b>77</b>	<b>67</b>	<b>88</b>	<b>67</b>	<b>85</b>
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	61	85	66	86	67	87	50	72	47	74	63	85	65	86
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	57	85	65	86	63	85	54	83	46	75	65	92	64	87
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	68	80	70	82	69	86	65	82	73	89	71	82
<b>COMMITMENT</b>	<b>65</b>	<b>83</b>	<b>63</b>	<b>79</b>	<b>65</b>	<b>83</b>	<b>64</b>	<b>84</b>	<b>62</b>	<b>77</b>	<b>69</b>	<b>83</b>	<b>66</b>	<b>82</b>
TEAM GOALS—QUALITY: Clear, measurable team goals (Q2)	54	78	54	72	56	80	48	72	41	60	56	73	55	76
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	71	88	69	87	69	90	72	89	77	93	66	86
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	65	78	72	82	75	89	73	83	75	84	76	84
<b>TRANSLATION INTO ACTION</b>	<b>59</b>	<b>79</b>	<b>61</b>	<b>76</b>	<b>62</b>	<b>78</b>	<b>54</b>	<b>75</b>	<b>51</b>	<b>71</b>	<b>59</b>	<b>79</b>	<b>62</b>	<b>80</b>
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	63	86	67	82	69	89	59	83	51	76	69	94	67	85
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	57	84	58	83	59	83	50	78	48	79	66	90	62	85
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	54	76	62	76	56	73	46	69	39	57	42	64	58	78
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	56	63	65	69	62	72	65	74	59	69	62	71
<b>ENABLING</b>	<b>58</b>	<b>80</b>	<b>58</b>	<b>79</b>	<b>60</b>	<b>79</b>	<b>55</b>	<b>77</b>	<b>52</b>	<b>71</b>	<b>61</b>	<b>79</b>	<b>62</b>	<b>82</b>
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	57	81	58	79	57	80	49	72	58	80	61	85
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	52	78	52	78	56	77	45	72	46	64	58	78	57	81
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	66	78	65	81	63	80	59	78	66	79	68	79
<b>SYNERGY</b>	<b>53</b>	<b>79</b>	<b>58</b>	<b>79</b>	<b>55</b>	<b>76</b>	<b>50</b>	<b>78</b>	<b>48</b>	<b>67</b>	<b>59</b>	<b>86</b>	<b>58</b>	<b>81</b>
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	60	84	61	82	55	83	56	79	65	91	60	81
TEAM TRUST: A safe "win-win" work environment (Q5)	54	81	54	77	56	78	50	80	54	76	62	88	57	79
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	47	70	47	69	39	65	40	53	50	78	52	78
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	56	82	71	86	58	78	55	85	41	61	59	86	61	86
<b>ACCOUNTABILITY</b>	<b>54</b>	<b>80</b>	<b>56</b>	<b>77</b>	<b>58</b>	<b>82</b>	<b>50</b>	<b>75</b>	<b>48</b>	<b>70</b>	<b>55</b>	<b>81</b>	<b>59</b>	<b>80</b>
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	65	83	61	82	61	80	50	71	57	85	63	82
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	45	76	46	72	50	80	42	71	30	57	45	72	55	79
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	59	83	56	76	63	83	47	73	64	83	65	85	59	79

## Summary Table — FranklinCovey Database as of June 30, 2008 — Units by Countries - Baseline only

	COUNTRIES															
			Indonesia		Korea		Mexico		Panama		Southern Africa		United Kingdom		United States	
	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%	Overall	Top 10%
Number of Organizations	1,078	299	16	4	16	6	26	14	31	10	34	9	50	14	608	164
Number of Respondents	138,525	8,225	1,615	111	1,885	118	9,539	535	2,899	291	2,724	222	3,053	202	78,525	4,109
Number of Units	8,998	901	91	9	136	13	288	28	223	22	169	17	271	27	5,097	509
xQ Score	58	81	54	80	60	78	53	74	55	78	56	79	56	78	59	82
<b>CLARITY</b>	<b>62</b>	<b>84</b>	<b>58</b>	<b>80</b>	<b>65</b>	<b>81</b>	<b>57</b>	<b>79</b>	<b>57</b>	<b>79</b>	<b>62</b>	<b>84</b>	<b>61</b>	<b>82</b>	<b>63</b>	<b>85</b>
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	61	85	53	82	63	80	52	80	49	73	64	88	61	84	63	86
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	57	85	55	84	60	80	49	77	53	84	58	85	55	81	57	85
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	67	74	73	82	69	81	68	80	64	80	67	82	70	83
<b>COMMITMENT</b>	<b>65</b>	<b>83</b>	<b>58</b>	<b>80</b>	<b>66</b>	<b>79</b>	<b>61</b>	<b>78</b>	<b>64</b>	<b>83</b>	<b>63</b>	<b>83</b>	<b>63</b>	<b>83</b>	<b>65</b>	<b>84</b>
TEAM GOALS—QUALITY: Clear, measurable team goals (Q2)	54	78	49	81	60	74	46	66	47	76	53	77	52	74	55	80
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	60	88	61	79	60	82	67	86	66	87	67	88	68	89
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	64	69	78	84	78	87	77	87	71	85	71	87	73	85
<b>TRANSLATION INTO ACTION</b>	<b>59</b>	<b>79</b>	<b>57</b>	<b>81</b>	<b>62</b>	<b>77</b>	<b>54</b>	<b>71</b>	<b>57</b>	<b>79</b>	<b>58</b>	<b>76</b>	<b>57</b>	<b>76</b>	<b>60</b>	<b>81</b>
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	63	86	57	89	67	84	56	80	59	85	61	83	62	83	64	87
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	57	84	56	84	64	82	47	70	53	83	53	80	56	82	57	85
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	54	76	51	79	55	75	46	66	52	70	57	73	51	70	57	79
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	67	73	60	68	65	69	66	78	59	68	60	70	63	72
<b>ENABLING</b>	<b>58</b>	<b>80</b>	<b>52</b>	<b>74</b>	<b>57</b>	<b>76</b>	<b>54</b>	<b>75</b>	<b>54</b>	<b>75</b>	<b>56</b>	<b>78</b>	<b>54</b>	<b>76</b>	<b>59</b>	<b>82</b>
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	48	84	56	81	52	80	52	78	54	80	50	77	57	84
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	52	78	48	70	50	73	44	68	46	72	52	78	50	73	53	79
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	58	67	64	75	66	79	63	74	61	77	61	77	66	82
<b>SYNERGY</b>	<b>53</b>	<b>79</b>	<b>52</b>	<b>81</b>	<b>53</b>	<b>77</b>	<b>46</b>	<b>70</b>	<b>49</b>	<b>76</b>	<b>47</b>	<b>72</b>	<b>50</b>	<b>74</b>	<b>54</b>	<b>81</b>
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	54	86	56	82	49	76	58	84	51	74	58	79	59	84
TEAM TRUST: A safe "win-win" work environment (Q5)	54	81	54	84	51	75	45	71	49	76	49	75	55	81	54	83
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	46	71	50	72	40	60	40	69	41	64	40	64	45	73
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	56	82	53	82	55	80	50	75	49	77	49	76	48	72	57	83
<b>ACCOUNTABILITY</b>	<b>54</b>	<b>80</b>	<b>49</b>	<b>82</b>	<b>58</b>	<b>79</b>	<b>47</b>	<b>71</b>	<b>49</b>	<b>73</b>	<b>54</b>	<b>81</b>	<b>55</b>	<b>78</b>	<b>55</b>	<b>82</b>
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	54	87	67	85	55	78	60	84	61	86	62	81	59	83
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	45	76	41	76	46	71	42	67	35	59	48	82	42	71	46	78
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	59	83	53	83	61	80	45	67	52	77	52	74	60	84	60	84

## Summary Table — FranklinCovey Database as of June 30, 2008, 2007 — Units by Industries/Sectors - Baseline only

	INDUSTRIES/SECTOR													
			Automotive		Communication/ Media		Consulting Services		Education		Engineering Services		Financial 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	1,078	299	22	5	89	22	64	5	48	15	25	8	96	28
Number of Respondents	138,525	8,225	1,676	60	3,424	248	4,514	253	3,717	295	2,244	133	10,672	633
Number of Units	8,998	901	105	10	334	33	407	40	256	25	206	20	857	85
xQ Score	58	81	56	78	54	74	66	89	59	79	58	79	62	82
<b>CLARITY</b>	<b>62</b>	<b>84</b>	<b>61</b>	<b>84</b>	<b>57</b>	<b>77</b>	<b>69</b>	<b>90</b>	<b>64</b>	<b>81</b>	<b>63</b>	<b>83</b>	<b>67</b>	<b>85</b>
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	61	85	60	81	57	76	70	92	67	82	60	83	64	84
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	57	85	54	85	48	76	65	92	55	79	59	85	65	88
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	69	85	66	79	72	86	70	82	69	81	71	83
<b>COMMITMENT</b>	<b>65</b>	<b>83</b>	<b>63</b>	<b>82</b>	<b>62</b>	<b>78</b>	<b>69</b>	<b>87</b>	<b>68</b>	<b>85</b>	<b>66</b>	<b>82</b>	<b>67</b>	<b>85</b>
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	54	78	50	76	49	67	63	86	55	76	54	77	55	78
INDIVIDUAL ENGAGEMENT Individuals motivated and valued (Q10)	67	88	67	85	67	86	73	91	74	92	69	87	70	90
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	73	85	71	81	72	85	75	86	74	84	75	86
<b>TRANSLATION INTO ACTION</b>	<b>59</b>	<b>79</b>	<b>56</b>	<b>74</b>	<b>56</b>	<b>73</b>	<b>67</b>	<b>87</b>	<b>62</b>	<b>79</b>	<b>59</b>	<b>78</b>	<b>61</b>	<b>79</b>
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	63	86	62	85	58	78	72	93	65	84	64	84	67	87
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	57	84	53	78	51	76	63	91	58	83	55	82	58	83
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	54	76	50	66	52	68	66	88	59	76	53	74	55	75
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	59	66	64	71	67	76	64	71	63	72	64	71
<b>ENABLING</b>	<b>58</b>	<b>80</b>	<b>55</b>	<b>79</b>	<b>53</b>	<b>74</b>	<b>63</b>	<b>88</b>	<b>59</b>	<b>79</b>	<b>57</b>	<b>77</b>	<b>63</b>	<b>82</b>
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	53	80	51	75	65	91	59	82	56	82	60	84
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	52	78	49	75	45	67	58	89	50	71	50	68	58	80
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	63	83	64	81	67	83	67	84	67	80	70	82
<b>SYNERGY</b>	<b>53</b>	<b>79</b>	<b>49</b>	<b>77</b>	<b>48</b>	<b>71</b>	<b>61</b>	<b>88</b>	<b>52</b>	<b>76</b>	<b>54</b>	<b>78</b>	<b>57</b>	<b>82</b>
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	54	80	54	78	66	90	60	82	58	83	61	84
TEAM TRUST: A safe "win-win" work environment (Q5)	54	81	52	80	50	75	65	93	54	79	56	82	56	82
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	44	68	39	62	51	84	41	65	44	65	47	74
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	56	82	47	78	48	71	61	86	55	76	57	83	64	87
<b>ACCOUNTABILITY</b>	<b>54</b>	<b>80</b>	<b>52</b>	<b>76</b>	<b>50</b>	<b>74</b>	<b>65</b>	<b>91</b>	<b>53</b>	<b>75</b>	<b>54</b>	<b>78</b>	<b>58</b>	<b>82</b>
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	58	81	58	79	69	91	58	75	61	80	62	83
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	45	76	41	68	36	63	57	91	38	66	41	69	51	78
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	59	83	57	78	57	80	69	93	63	85	60	85	61	85

## Summary Table — FranklinCovey Database as of June 30, 2008, 2007 — Units by Industries/Sectors - Baseline only

	INDUSTRIES/SECTORS													
			Government/ Public Admin.		Healthcare		Hospitality		Insurance		Manufacturing		Military	
	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	1,078	299	77	14	46	17	46	21	42	16	159	52	11	7
Number of Respondents	138,525	8,225	6,378	393	4,641	367	6,092	447	4,395	390	51,394	2,875	2,729	145
Number of Units	8,998	901	612	61	436	43	434	43	413	41	2,504	250	164	16
xQ Score	58	81	56	81	59	81	58	80	60	79	58	81	50	71
<b>CLARITY</b>	<b>62</b>	<b>84</b>	<b>59</b>	<b>83</b>	<b>64</b>	<b>84</b>	<b>60</b>	<b>82</b>	<b>65</b>	<b>83</b>	<b>63</b>	<b>85</b>	<b>52</b>	<b>73</b>
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	61	85	59	86	61	85	57	81	65	83	62	86	50	72
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	57	85	52	79	60	84	56	83	59	83	58	86	41	72
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	67	84	69	82	68	82	71	82	69	83	65	76
<b>COMMITMENT</b>	<b>65</b>	<b>83</b>	<b>64</b>	<b>85</b>	<b>66</b>	<b>85</b>	<b>66</b>	<b>85</b>	<b>66</b>	<b>81</b>	<b>64</b>	<b>83</b>	<b>58</b>	<b>76</b>
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	54	78	50	73	55	81	57	82	56	75	53	77	44	66
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	69	93	71	90	66	87	68	85	66	87	60	82
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	72	90	73	85	75	87	74	84	73	84	68	79
<b>TRANSLATION INTO ACTION</b>	<b>59</b>	<b>79</b>	<b>58</b>	<b>81</b>	<b>60</b>	<b>79</b>	<b>57</b>	<b>75</b>	<b>61</b>	<b>77</b>	<b>59</b>	<b>79</b>	<b>52</b>	<b>71</b>
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	63	86	60	84	63	85	60	83	66	84	64	87	49	72
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	57	84	56	90	58	85	57	79	58	80	56	82	50	76
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	54	76	55	83	54	76	52	72	57	72	53	76	50	70
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	61	69	63	71	59	66	65	73	62	71	58	68
<b>ENABLING</b>	<b>58</b>	<b>80</b>	<b>54</b>	<b>80</b>	<b>59</b>	<b>79</b>	<b>60</b>	<b>82</b>	<b>59</b>	<b>78</b>	<b>57</b>	<b>80</b>	<b>47</b>	<b>65</b>
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	54	85	57	81	57	81	57	80	55	82	46	69
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	52	78	47	76	54	78	55	81	52	76	51	77	39	57
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	61	78	65	79	68	84	66	78	64	81	58	70
<b>SYNERGY</b>	<b>53</b>	<b>79</b>	<b>49</b>	<b>76</b>	<b>54</b>	<b>78</b>	<b>53</b>	<b>79</b>	<b>55</b>	<b>78</b>	<b>53</b>	<b>80</b>	<b>44</b>	<b>68</b>
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	56	84	59	83	58	85	60	80	56	83	56	82
TEAM TRUST: A safe "win-win" work environment (Q5)	54	81	52	85	55	81	55	81	56	78	51	79	52	75
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	41	64	45	69	44	70	45	72	45	72	35	58
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	56	82	46	70	56	81	56	82	59	81	58	86	34	58
<b>ACCOUNTABILITY</b>	<b>54</b>	<b>80</b>	<b>51</b>	<b>79</b>	<b>55</b>	<b>82</b>	<b>53</b>	<b>78</b>	<b>56</b>	<b>78</b>	<b>54</b>	<b>79</b>	<b>47</b>	<b>71</b>
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	56	81	59	83	59	83	59	77	59	81	55	80
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	45	76	40	74	45	78	47	75	48	75	46	75	31	57
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	59	83	56	82	61	84	54	76	60	81	56	81	53	75

## Summary Table — FranklinCovey Database as of June 30, 2008, 2007 — Units by Industries/Sectors - Baseline only

	INDUSTRIES/SECTORS													
			Pharmaceutical		Retail		Technology Services		Telecommunications		Transportation		Utilities	
	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	1,078	299	27	9	186	54	59	23	36	12	20	5	23	11
Number of Respondents	138,525	8,225	2,944	225	12,671	747	13,103	484	3,687	257	1,485	106	2,626	180
Number of Units	8,998	901	248	24	894	89	506	50	251	25	132	13	222	22
xQ Score	58	81	63	83	58	81	54	73	57	77	54	77	55	75
<b>CLARITY</b>	<b>62</b>	<b>84</b>	<b>70</b>	<b>88</b>	<b>61</b>	<b>80</b>	<b>57</b>	<b>74</b>	<b>63</b>	<b>83</b>	<b>59</b>	<b>81</b>	<b>58</b>	<b>78</b>
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	61	85	75	91	55	76	57	75	63	85	55	82	57	78
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	57	85	64	87	56	83	46	71	56	83	56	82	49	78
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	71	86	71	82	66	76	69	81	66	78	67	79
<b>COMMITMENT</b>	<b>65</b>	<b>83</b>	<b>68</b>	<b>86</b>	<b>65</b>	<b>83</b>	<b>61</b>	<b>77</b>	<b>63</b>	<b>81</b>	<b>62</b>	<b>79</b>	<b>62</b>	<b>79</b>
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	54	78	57	81	57	80	49	69	51	76	51	73	48	70
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	72	90	64	87	65	83	67	85	64	87	67	86
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	75	88	73	83	69	80	71	82	72	78	71	80
<b>TRANSLATION INTO ACTION</b>	<b>59</b>	<b>79</b>	<b>65</b>	<b>82</b>	<b>59</b>	<b>79</b>	<b>55</b>	<b>73</b>	<b>58</b>	<b>76</b>	<b>56</b>	<b>77</b>	<b>56</b>	<b>75</b>
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	63	86	72	89	62	84	56	77	63	84	59	84	58	81
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	57	84	62	86	58	85	53	77	56	80	53	84	53	78
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	54	76	61	82	52	75	51	69	53	71	52	69	52	69
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	65	71	65	73	61	67	61	69	59	69	63	70
<b>ENABLING</b>	<b>58</b>	<b>80</b>	<b>58</b>	<b>80</b>	<b>60</b>	<b>81</b>	<b>53</b>	<b>71</b>	<b>56</b>	<b>75</b>	<b>51</b>	<b>75</b>	<b>54</b>	<b>75</b>
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	58	81	56	81	51	72	54	77	51	76	53	78
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	52	78	53	79	55	81	47	68	51	73	45	70	47	68
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	63	79	69	82	60	72	62	75	59	78	62	79
<b>SYNERGY</b>	<b>53</b>	<b>79</b>	<b>55</b>	<b>80</b>	<b>54</b>	<b>81</b>	<b>49</b>	<b>71</b>	<b>51</b>	<b>75</b>	<b>48</b>	<b>75</b>	<b>50</b>	<b>72</b>
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	62	86	56	83	57	79	58	82	56	83	56	77
TEAM TRUST: A safe "win-win" work environment (Q5)	54	81	58	83	53	81	53	77	54	77	49	80	52	74
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	45	71	45	67	50	77	39	60	44	65	39	62	42	63
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	56	82	56	83	59	85	46	69	50	74	48	75	51	73
<b>ACCOUNTABILITY</b>	<b>54</b>	<b>80</b>	<b>62</b>	<b>85</b>	<b>52</b>	<b>79</b>	<b>53</b>	<b>72</b>	<b>55</b>	<b>77</b>	<b>50</b>	<b>75</b>	<b>51</b>	<b>75</b>
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	68	89	54	79	60	78	61	78	56	79	57	80
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	45	76	51	80	46	76	38	57	45	74	38	65	35	65
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	59	83	66	87	55	81	61	80	60	80	55	81	62	81