



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, 2007.

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 10% of the units with the highest 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 In those cases, either do not quote the averages or just use them as "anecdotal" data.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 12/31/07 we had a total of 8,173 units among all our projects with 5 or more respondents. Those 8,173 units included a total of 127,931 people. The 8,173 units belong to 962 different organizations/projects.

Summary Table — FranklinCovey Database as of December 31, 2007 — 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	962	264	70	22	192	56	241	69	95	33
Number of Respondents	127,931	7,555	11,972	1,117	14,824	1,037	19,574	1,387	17,393	902
Number of Units	8,173	824	755	75	1,166	116	1,473	147	864	86
xQ Score	58	81	60	81	55	76	55	77	56	77
CLARITY	62	84	65	85	59	81	59	82	60	81
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	61	85	65	86	56	80	57	82	54	79
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	57	85	61	86	53	81	54	82	55	83
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	70	82	67	81	67	81	69	80
COMMITMENT	65	83	64	82	62	81	63	81	64	82
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	54	78	56	77	49	73	50	73	49	71
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	65	87	68	87	67	87	66	87
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	72	81	71	83	71	83	76	87
TRANSLATION INTO ACTION	59	79	62	80	55	74	55	74	56	76
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	63	86	66	86	60	83	60	83	60	83
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	57	84	62	85	54	81	54	80	52	79
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	54	76	55	77	44	63	46	65	50	71
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	63	71	61	68	61	67	63	71
ENABLING	57	80	59	81	53	74	54	75	55	76
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	58	85	51	75	51	76	55	80
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	52	78	54	79	48	71	49	73	47	72
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	65	78	61	75	61	76	65	78
SYNERGY	53	79	56	81	50	75	50	74	50	76
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	59	83	56	82	55	80	56	82
TEAM TRUST: A safe "win-win" work environment (Q5)	54	81	55	80	54	80	53	79	49	77
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	44	71	49	75	41	65	41	65	41	65
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	56	82	60	86	48	72	48	74	55	81
ACCOUNTABILITY	54	80	57	81	50	75	51	76	50	74
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	62	84	55	77	56	78	60	82
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	45	76	52	78	37	68	39	70	42	66
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	59	83	58	81	60	81	58	80	50	74

Summary Table — FranklinCovey Database as of December 31, 2007— Units by Countries - Baseline only

	COUNTRIES													
			Canada		Costa Rica		Denmark		Germany		India		Mexico	
	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	962	264	33	11	24	8	50	13	15	5	19	9	19	11
Number of Respondents	127,931	7,555	3,487	247	2,101	126	2,052	161	2,045	98	4,479	530	8,995	527
Number of Units	8,173	824	283	28	176	17	224	22	104	10	297	29	260	26
xQ Score	58	81	62	81	56	79	51	72	61	83	62	81	52	73
CLARITY	62	84	68	85	59	81	52	77	67	88	67	85	56	79
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	61	85	69	87	51	74	47	76	63	85	65	86	51	80
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	57	85	64	86	55	83	45	74	65	92	64	87	49	77
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	71	83	70	85	65	82	73	89	71	82	68	80
COMMITMENT	65	83	66	83	64	85	62	77	69	83	66	82	61	77
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	54	78	56	81	49	73	40	60	56	73	55	76	45	65
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	69	87	69	92	72	88	77	93	65	86	59	81
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	72	82	76	90	73	82	75	84	76	84	78	87
TRANSLATION INTO ACTION	59	79	63	78	55	77	51	72	59	79	62	80	53	71
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	63	86	71	90	60	83	51	77	69	94	67	85	56	80
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	57	84	60	83	52	81	48	79	66	90	62	85	47	70
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	54	76	56	73	46	70	39	57	42	64	58	78	45	67
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	65	67	62	73	65	74	59	69	62	71	65	69
ENABLING	57	80	60	80	56	78	51	70	61	79	62	82	53	74
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	58	80	58	82	49	72	58	80	61	85	52	78
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	52	78	56	77	46	74	46	63	58	78	56	80	43	67
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	66	82	64	80	59	76	66	79	68	79	65	79
SYNERGY	53	79	56	77	51	79	47	66	59	86	58	81	45	69
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	61	82	55	84	55	78	65	91	60	81	49	75
TEAM TRUST: A safe "win-win" work environment (Q5)	54	81	56	78	51	81	53	75	62	88	57	79	44	68
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	44	71	47	69	40	65	39	54	50	78	52	78	40	59
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	56	82	57	79	56	85	40	59	59	86	61	87	49	74
ACCOUNTABILITY	54	80	59	83	51	75	48	70	55	81	59	80	47	70
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	62	83	61	81	50	72	57	85	63	82	54	77
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	45	76	52	82	43	69	29	57	45	72	55	79	41	66
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	59	83	64	84	48	74	64	81	65	85	59	79	45	67

Summary Table — FranklinCovey Database as of December 31, 2007— Units by Countries - Baseline only

	COUNTRIES									
			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%
Number of Organizations	962	264	25	10	30	9	47	17	576	151
Number of Respondents	127,931	7,555	2,389	188	2,583	205	2,781	176	74,946	3,829
Number of Units	8,173	824	189	19	162	16	246	24	4,773	477
xQ Score	58	81	56	79	56	79	56	77	59	82
CLARITY	62	84	58	80	62	84	60	81	63	85
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	61	85	51	74	64	88	61	85	63	86
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	57	85	55	84	57	85	54	80	57	86
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	69	81	64	80	66	79	70	83
COMMITMENT	65	83	65	84	63	83	63	82	65	84
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	54	78	48	77	53	77	51	73	55	80
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	67	86	66	87	67	87	68	89
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	78	88	70	85	70	84	73	85
TRANSLATION INTO ACTION	59	79	59	80	57	76	57	75	60	81
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	63	86	60	86	61	84	61	83	63	87
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	57	84	54	84	53	82	56	82	57	85
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	54	76	54	71	57	73	50	66	57	79
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	67	78	59	68	59	68	64	72
ENABLING	57	80	54	75	56	79	53	74	59	82
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	53	79	54	80	50	77	57	83
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	52	78	47	73	52	79	48	70	53	79
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	63	74	61	77	61	75	66	82
SYNERGY	53	79	50	78	47	73	49	73	54	81
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	58	85	50	76	58	79	58	84
TEAM TRUST: A safe "win-win" work environment (Q5)	54	81	49	77	49	76	55	81	54	83
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	44	71	42	71	40	65	39	63	45	73
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	56	82	50	78	49	76	47	69	57	82
ACCOUNTABILITY	54	80	50	75	53	81	54	78	55	82
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	61	86	61	87	61	81	59	83
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	45	76	36	60	48	83	41	70	46	79
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	59	83	53	78	52	74	60	83	60	84

Summary Table — FranklinCovey Database as of December 31, 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	962	264	18	5	85	20	58	4	43	14	23	7	87	27
Number of Respondents	127,931	7,555	1,300	55	3,269	232	4,083	234	3,454	288	2,023	140	9,312	595
Number of Units	8,173	824	89	9	316	31	370	37	229	23	195	20	793	79
xQ Score	58	81	58	79	54	75	66	89	59	78	58	78	62	83
CLARITY	62	84	63	84	57	77	69	90	63	82	62	81	67	85
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	61	85	63	80	57	76	70	93	66	84	59	80	65	84
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	57	85	57	86	48	76	65	92	53	80	58	83	66	88
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	70	85	67	79	72	86	69	81	69	81	72	83
COMMITMENT	65	83	65	81	62	78	70	87	67	84	65	82	67	85
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	54	78	52	76	49	67	63	86	54	76	53	76	56	79
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	70	83	68	86	74	91	74	91	69	87	70	90
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	73	84	71	82	72	85	75	85	74	84	75	86
TRANSLATION INTO ACTION	59	79	58	75	56	74	68	87	61	78	58	76	61	80
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	63	86	64	87	58	78	73	94	64	85	64	82	67	87
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	57	84	54	78	51	76	64	91	58	83	55	81	58	84
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	54	76	52	66	52	69	67	88	58	75	52	72	56	75
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	60	69	64	71	67	77	65	70	63	70	64	72
ENABLING	57	80	57	81	53	74	64	88	58	78	57	77	63	82
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	55	81	51	75	66	91	58	82	56	82	61	84
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	52	78	51	77	45	67	58	89	49	69	49	67	59	80
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	64	84	64	81	67	84	67	82	67	81	70	82
SYNERGY	53	79	51	78	48	72	61	88	51	74	53	78	57	82
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	57	81	54	78	67	90	59	81	58	83	61	85
TEAM TRUST: A safe "win-win" work environment (Q5)	54	81	54	82	50	75	66	92	54	78	56	82	56	82
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	44	71	45	68	39	62	52	84	40	62	44	65	48	74
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	56	82	49	79	48	72	61	85	53	75	56	82	65	88
ACCOUNTABILITY	54	80	54	76	50	74	66	92	53	75	53	76	58	82
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	59	81	58	79	70	92	58	75	60	79	62	83
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	45	76	42	70	36	63	59	92	37	66	40	67	51	79
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	59	83	60	78	57	81	71	92	63	84	60	82	62	85

Summary Table — FranklinCovey Database as of December 31, 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	962	264	72	13	39	14	41	20	36	14	137	41	10	7
Number of Respondents	127,931	7,555	6,079	366	3,630	310	5,562	399	4,165	371	49,308	2,737	2,455	137
Number of Units	8,173	824	576	57	334	33	401	40	396	39	2,351	235	156	15
xQ Score	58	81	55	81	60	80	58	80	60	79	58	81	50	71
CLARITY	62	84	59	83	64	83	60	81	65	82	63	85	52	73
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	61	85	59	87	62	83	56	80	65	81	62	86	51	72
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	57	85	51	78	61	84	55	83	59	82	58	87	41	72
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	67	84	70	82	68	81	71	83	69	83	65	77
COMMITMENT	65	83	63	85	67	86	66	85	66	81	64	83	58	76
TEAM GOALS —QUALITY: Clear, measurable team goals (Q2)	54	78	49	73	55	81	57	81	56	74	54	78	45	65
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	69	94	71	90	66	87	67	85	66	87	61	83
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	72	89	74	86	75	87	74	84	73	84	69	79
TRANSLATION INTO ACTION	59	79	58	82	60	78	57	75	61	77	59	79	52	72
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	63	86	60	85	64	85	60	83	66	83	64	87	49	73
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	57	84	57	91	58	83	57	79	58	79	57	83	51	77
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	54	76	55	83	54	75	51	71	57	72	53	76	50	70
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	60	68	64	71	59	67	65	73	63	71	59	68
ENABLING	57	80	54	80	59	80	60	82	59	78	57	80	48	65
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	54	86	57	79	57	81	57	79	55	82	46	70
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	52	78	47	75	55	80	55	81	52	75	51	78	39	57
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	61	77	66	81	68	83	66	79	64	82	58	70
SYNERGY	53	79	48	75	54	77	53	79	54	78	53	80	45	69
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	56	84	59	82	58	84	59	81	57	83	57	82
TEAM TRUST: A safe "win-win" work environment (Q5)	54	81	52	85	55	78	55	80	56	78	51	79	53	76
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	44	71	41	64	46	69	44	71	45	72	45	72	36	59
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	56	82	46	68	56	80	55	81	58	80	59	86	34	58
ACCOUNTABILITY	54	80	51	79	56	80	53	77	56	77	54	79	47	71
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	56	81	59	82	59	83	59	77	59	82	56	80
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	45	76	39	75	46	77	46	74	48	75	46	75	31	56
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	59	83	56	81	62	82	53	75	60	80	57	81	55	76

Summary Table — FranklinCovey Database as of December 31, 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	962	264	22	8	175	51	47	19	32	11	17	4	18	8
Number of Respondents	127,931	7,555	2,457	180	11,555	634	12,211	400	3,493	224	1,306	91	2,136	146
Number of Units	8,173	824	202	20	796	79	423	42	241	24	111	11	177	17
xQ Score	58	81	62	84	58	80	54	72	57	78	54	76	55	76
CLARITY	62	84	70	89	60	80	56	73	62	83	58	80	58	79
INDIVIDUAL GOALS: Clear, measurable, deadline-driven work goals (Q9)	61	85	76	93	55	76	57	73	63	85	55	80	58	79
ORG. DIRECTION: Organizational strategy and goals precisely understood (Q13)	57	85	63	88	56	83	45	69	55	83	55	81	49	79
TEAM FOCUS: Diligent work-team focus on top goals (Q19)	69	82	70	85	71	82	66	76	69	81	66	79	67	79
COMMITMENT	65	83	67	88	64	82	61	77	63	81	62	79	62	79
TEAM GOALS — QUALITY: Clear, measurable team goals (Q2)	54	78	56	82	56	79	49	69	51	76	51	72	48	71
INDIVIDUAL ENGAGEMENT: Individuals motivated and valued (Q10)	67	88	72	92	64	86	65	82	67	85	64	85	67	85
INDIVIDUAL COMMITMENT: People committed to organizational direction (Q17)	73	84	75	89	72	82	68	79	71	81	73	79	71	80
TRANSLATION INTO ACTION	59	79	64	83	59	79	55	71	58	76	55	76	56	76
ORG. LINE OF SIGHT: All workers focused on organizational goals (Q1)	63	86	71	89	61	84	55	76	63	84	59	84	59	82
TEAM PLANNING: Clear, correlated assignments and follow through (Q3)	57	84	61	87	58	85	52	76	56	80	52	83	52	80
INDIVIDUAL PLANNING: Systematic approach to scheduling priorities (Q11)	54	76	62	82	52	74	51	67	53	71	52	68	52	72
INDIVIDUAL TIME ALLOCATION: Time spent executing top goals (Q21)	63	71	64	71	65	73	61	67	61	69	58	69	62	70
ENABLING	57	80	58	81	60	81	52	70	56	75	52	74	54	75
TEAM EMPOWERMENT: Adequate resources and freedom to do the job (Q6)	56	82	57	82	56	81	50	70	54	77	51	75	53	78
ORG. PERFORMANCE IMPROVEMENT: Systematic approach to improvement (Q16)	52	78	53	80	54	80	47	68	51	73	44	68	47	69
ORG. SUPPORT: Active support for work-team goals (Q18)	65	80	63	79	69	81	60	72	62	75	60	79	62	79
SYNERGY	53	79	55	81	54	81	48	71	51	75	47	73	50	71
TEAM COMMUNICATION: Mutual understanding and creative dialogue (Q4)	58	83	63	87	55	83	57	80	58	83	56	81	55	76
TEAM TRUST: A safe "win-win" work environment (Q5)	54	81	57	84	53	81	53	77	55	77	48	77	51	72
ORG. COLLABORATION: Smooth cross-functional work and communication (Q14)	44	71	43	67	49	77	38	58	43	66	38	60	41	62
ORG. TRUSTWORTHINESS: Organizational values and commitments honored (Q15)	56	82	56	84	58	84	44	67	50	74	47	73	51	75
ACCOUNTABILITY	54	80	62	86	51	78	53	70	55	78	49	74	52	76
TEAM ACCOUNTABILITY: Commitments honored among team members (Q7)	59	82	68	89	53	78	59	76	60	78	56	79	58	80
TEAM MEASURES — QUALITY: Success measures tracked accurately and openly (Q8)	45	76	51	81	45	75	38	54	45	74	38	64	36	69
INDIVIDUAL ACCOUNTABILITY: Individual initiative and responsibility for results (Q12)	59	83	66	87	55	80	61	79	60	81	55	80	61	80