# Using Performance Excellence to Drive Customer Engagement

## Sam Hatchell

Jaynes Corporate Quality Manager

*Albuquerque Quality Network – April 20, 2017*

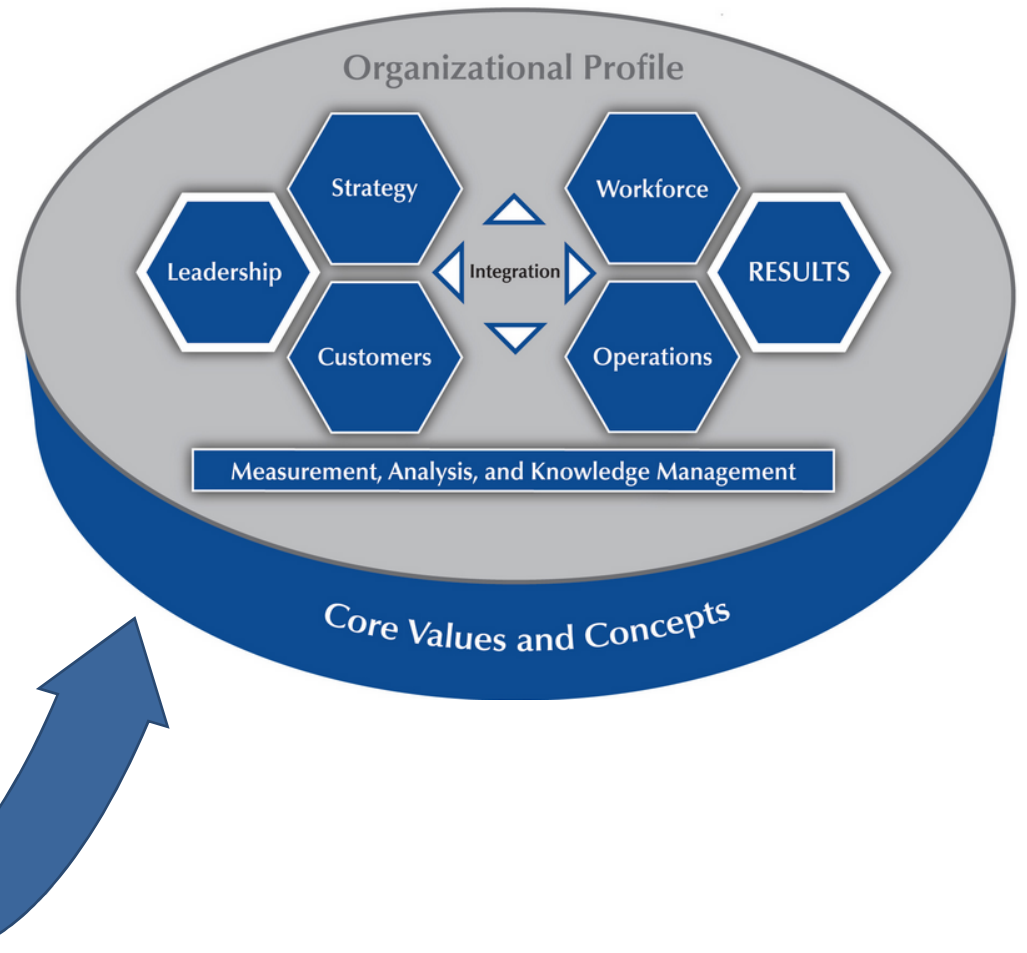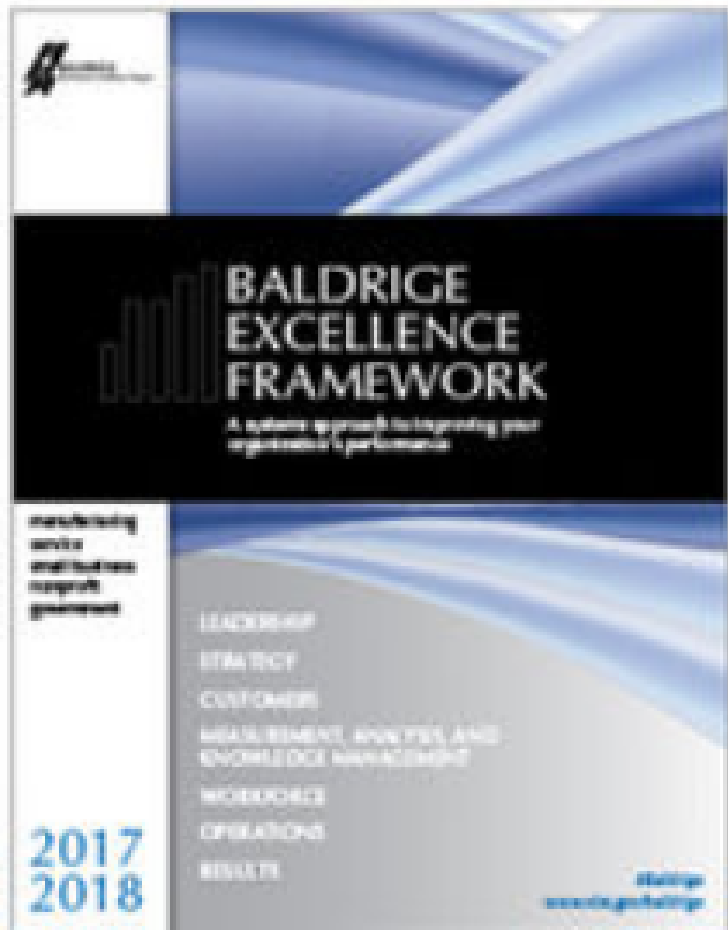# WHAT IS YOUR **TOP CONCERN** FOR YOUR ORGANIZATION?

- Leadership Development

- Operations Process Control

- Subcontractor Relationships

- Strategy

- **Customer Focus**

# PERFORMANCE EXCELLENCE CATEGORIES

1) Leadership

2) Strategy

3) Customers

4) Workforce

5) Operations

6) Measurement/Knowledge

   Management

7) Business Results

# EXCELLENCE FRAMEWORK

# BUILD A BRIDGE

# 1 PAGE SELF ASSESSMENT

| SCORE | LEADERSHIP | STRATEGIC PLANNING | CUSTOMER FOCUS | MEASUREMENT ANALYSIS & KNOWLEDGE MGT | WORKFORCE FOCUS | OPERATIONS FOCUS | RESULTS |
|---|---|---|---|---|---|---|---|
| 1 | | | | | | | |
| 2 | | | | | | | |
| 3 | | | | | | | |
| 4 | | | | | | | |
| 5 | | | | | | | |
| 6 | | | | | | | |
| 7 | | | | | | | |
| 8 | | | | | | | |
| 9 | | | | | | | |
| 10 | | | | | | | |
| SCORE | | | | | | | |
| Factor | 12.0 | 8.5 | 8.5 | 9.0 | 8.5 | 8.5 | 45.0 |
| TOTAL | | | | | | GRAND SCORE = | /1000 |

| MEASUREMENT ANALYSIS & KNOWLEDGE MGT | WORKFORCE FOCUS | OPERATIONS FOCUS | RESULTS |
|---|---|---|---|
| Decisions made by few. Key information kept by few. No systematic | Processes to track employee perceptions, but limited follow up action. | No systematic approaches. Limited information relates only to key | Some financial and non-financial results identified and available. Results ... in scope. No ... ement trends of 3-5 ... limited data on ... nity perceptions. ... rs some ... ation effectiveness ... mer satisfaction. |

| SCORE | LEADERSHIP | STRATEGIC PLANNING | CUSTOMER FOCUS |
|---|---|---|---|
| 1 | Management makes decisions as individuals. Promotes developing & improving organization but no systematic approach is established. Targets set. Information is anecdotal. Management not seen as champions of quality. | Business plans focused only on financial targets. Plans not widely communicated or championed. Mission statement exists. No systematic approach to review vision, mission, values or strategic challenges. | No systematic approach determining or targeting customers. Information is anecdotal and mainly relates to customer complaints. Some corrective action, but root causes not sought. Limited customer VOC satisfaction data available. |

# JAYNES RESULTS



TABLE 1   BALDRIGE ALIGNED SELF – ASSESSMENT MATRIX 2011-2012

| SCORE | LEADERSHIP | STRATEGIC PLANNING | CUSTOMER FOCUS | MEASUREMENT ANALYSIS & KNOWLEDGE MGT | WORKFORCE FOCUS | OPERATIONS FOCUS | RESULTS |
|---|---|---|---|---|---|---|---|
| Factor | 12.0 | 8.5 | 8.5 | 9.0 | 8.5 | 8.5 | 45.0 |

GRAND SCORE = 358 /1000

BUSINESS EXCELLENCE CONSULTING LLC

# JAYNES RESULTS

## Executive Team Self Assessment Scores

| 1 | | Total Score: 217.5 |
|---|---|---|
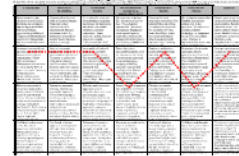
**Number:** 1
**Office:** Albuquerque
**Department:** Executive Team
**Position:** COO
**Total Score:** 217.5

Shad

| 2 | | Total Score: 255 |
|---|---|---|

**Number:** 2
**Office:** Albuquerque
**Department:** Executive Team
**Position:** Executive Vice President
**Total Score:** 255

Greg

| | | Total Score: 310 |
|---|---|---|

Rick M.

querque
: Executive Team
EO
: 310

| | | Total Score: 464 |
|---|---|---|

Wayne D.

querque
: Executive Team
FO
: 464

| | | Total Score: 244 |
|---|---|---|

**Number:** 14
**Office:** Albuquerque
**Department:** Executive Team
**Position:** Executive Vice President
**Total Score:** 244

Krishna R.

**Number:** 1
**Office:** Albuquerque
**Department:** Executive Team
**Position:** COO
**Total Score:** 217.5

# JAYNES RESULTS – COMPANY AVERAGE

| SCORE | LEADERSHIP | STRATEGIC PLANNING | CUSTOMER FOCUS | MEASUREMENT ANALYSIS & KNOWLEDGE MGT | WORKFORCE FOCUS | OPERATIONS FOCUS | RESULTS |
|---|---|---|---|---|---|---|---|
| 1 | Management makes decisions as individuals. Promotes developing & improving organization but no systematic approach is established. Targets set. Information is anecdotal. Management not seen as champions of quality. | Business plans focused only on financial targets. Plans not widely communicated or championed. Mission statement exists. No systematic approach to review vision, mission, values or strategic challenges. | No systematic approach determining or targeting customers. Information is anecdotal and mainly relates to customer complaints. Some corrective action, but root causes not sought. Limited customer VOC satisfaction data available. | Decisions made by few. Key information kept by few. No systematic approaches. Anecdotal information. Regulatory environments are not scanned or analyzed for changes that may relate to potential opportunities or negative impacts. | Processes to track employee perceptions, but limited follow up action. No systematic approach. No consistent 3-5 year trend data. Most data is anecdotal and limited. Absenteeism and staff turnover high. Training seen as costly. | No systematic approaches. Limited information relates only to key processes. No analysis of current or future technology or equipment needs. Few procedures exist. Changes & improvements made only when problems arise. | Some financial and non-financial results identified and available. Results limited in scope. No improvement trends of 3-5 years. Limited data on community perceptions. Monitors some organization effectiveness & customer satisfaction. |
| 2 | Systematic approaches to increase awareness of business issues across organization. Major deployment gaps. Management acts as team to set & deploy short & long term goals. Two-way communication. Improvement group involvement. Ethical business practice focus. | Start of systematic approaches. Critical success factors identified. Processes to collect key internal information enables reviews. Monitor business plans and targets. Performance comparisons to past performance and competitors. Project future performance. Major gaps in deployment. | Systematic collection & analysis of customer complaints and trends. Key measures identified. Current and former client information gathered & analyzed. Key requirements identified. Focus on building relationships and partnerships. Major gaps in deployment. | Data exists, often discussed but rarely used for improvements. Start of a systematic approach. Focus on timeliness, integrity, reliability, accuracy, security and confidentiality. Market research up to date, relevant and useful. Strengths and opportunities assessed. | Employee satisfaction issues identified. Forms start of a systematic approach. Management recognize success comes from employees. Major gaps in deployment. Training made available and aligned to strategic and employee plans. Educational levels and job diversity considered. | Beginning of systematic approach. All key processes are identified, flowcharts/documented. Opportunities for improvement assessed. Major deployment gaps. Awareness of new technologies, changing customer needs. Focus on business performance improvement beginning. | System exists to measure & monitor key financial & non-financial indicators. Some results are reported for critical aspects. Some areas of improvement indicated. Some benchmarking on community perceptions, environmental issues. Key performance outcomes established. |
| 3 | Effective systematic & responsive approaches. Management develop & support improvement teams. Management fully communicates values and strategy vertically & horizontally. Prevention & continuous improvement focus. Sets priorities. Supporting local community groups. | Innovative approach forming. Systematic, responsive approach. Move from reacting to problems to prevention and continuous improvement. Early stages of deployment. Competitor & customer satisfaction data collection & analysis. Results widely communicated. | Effective and responsive approach created. Customer data used to set performance targets. Moving from reaction to prevention. Early stages of deployment of systematic approach to integrate awareness of customers & market & their impact on competitive position. Key success factors improved. | Process in place to manage dissemination of relevant info to vendors, customers & employees. Moving from reacting to problems to prevention and improvement. Early stages of deployment of an effective systematic, responsive approach with a focus on integration across the organization. | Effective systematic, responsive process to create two-way communication of information. Employee views actively sought. Data used to set targets and action plans. Emphasis on diversity, ideas and succession planning. Proactive focus. Early deployment. | Responsive and systematic approach created to evaluate effectiveness of key & value added processes. Move from reacting to problems (corrective action) to preventive action and continuous improvement. Transfer of learning from past projects across organization. | Results communicated to all employees on a regular basis with improvement targets indicated. Results included for many critical aspects of the organization. Improvement trends of 3-5 years are reflected in many of the areas reported. Range of targets set, data gathered, results analyzed and trends established. |
| 4 | Well deployed in many areas. Fact based systematic approaches. Management creates improvement teams, checks progress & gives timely recognition. Reviews organizational performance. Assesses community perceptions. | Fact based, effective approach well deployed through many areas to ensure processes are reviewed. Promotes understanding of vision, strategy, policy & responsibilities to all stakeholders. Effective, efficient communications. | Relevance of targets to customer satisfaction strongly assigned. Fact based effective systematic approach well deployed in many areas. Action plans have defined time-scales, responsibilities are clearly assigned. Customer perceptions gathered. | Decisions are made on the basis of fact based information. Stock, materials etc related to customer requirements and linked to project management. Fact based, effective systematic approach. Well deployed in many areas. | Fact based, effective systematic approaches. Strong links to employee satisfaction. Effective appraisal system. Skill gaps identified, planned and reviewed. Training supported & reinforced on the job. Trends are established, targets set. | Well deployed through many areas, aim to focus on key improvements with targets set. Focus on innovation. Fact based effective systematic approach. Partnerships with suppliers are established. Focus on agility for the future. | Trends used as indicators monitored regularly & are used to set targets for improvements. Good improvement trends of 3-5 years based on some comparative (best in class and world class) benchmarking data evident in many to most critical areas. Consistently improve trends. |
| 5 | Fact based systematic | Relevant resources | The need to meet and | Data gathered /analyzed | Fact based systematic | Aligned with needs of | 50% of targets met. No |

# JAYNES RESULTS – COMPANY AVG VS CEO

| SCORE | LEADERSHIP | STRATEGIC PLANNING | CUSTOMER FOCUS | MEASUREMENT ANALYSIS & KNOWLEDGE MGT | WORKFORCE FOCUS | OPERATIONS FOCUS | RESULTS |
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| 1 | Management makes decisions as individuals. Promotes developing & improving organization but no systematic approach is established. Targets set. Information is anecdotal. Management not seen as champions of quality. | Business plans focused only on financial targets. Plans not widely communicated or championed. Mission statement exists. No systematic approach to review vision, mission, values or strategic challenges. | No systematic approach determining or targeting customers. Information is anecdotal and mainly relates to customer complaints. Some corrective action, but root causes not sought. Limited customer VOC satisfaction data available. | Decisions made by few. Key information kept by few. No systematic approaches. Anecdotal information. Regulatory environments are not scanned or analyzed for changes that may relate to potential opportunities or negative impacts. | Processes to track employee perceptions, but limited follow up action. No systematic approach. No consistent 3-5 year trend data. Most data is anecdotal and limited. Absenteeism and staff turnover high. Training seen as costly. | No systematic approaches. Limited information relates only to key processes. No analysis of current or future technology or equipment needs. Few procedures exist. Changes & improvements made only when problems arise. | Some financial and non-financial results identified and available. Results limited in scope. No improvement trends of 3-5 years. Limited data on community perceptions. Monitors some organization effectiveness & customer satisfaction. |
| 2 | Systematic approaches to increase awareness of business issues across organization. Major deployment gaps. Management acts as team to set & deploy short & long term goals. Two-way communication. Improvement group involvement. Ethical business practice focus. | Start of systematic approaches. Critical success factors identified. Processes to collect key internal information enables reviews. Monitor business plans and targets. Performance comparisons to past performance and competitors. Project future performance. Major gaps in deployment. | Systematic collection & analysis of customer complaints and trends. Key measures identified. Current and former client information gathered & analyzed. Key requirements identified. Focus on building relationships and partnerships. Major gaps in deployment. | Data is often discussed but rarely used for improvements. Start of a systematic approach. Focus on timeliness, integrity, reliability, accuracy, security and confidentiality. Market research up to date, relevant and useful. Strengths and opportunities assessed. | Employee satisfaction issues identified. Forms start of a systematic approach. Management recognize success comes from employees. Major gaps in deployment. Training made available and aligned to strategic and employee plans. Educational levels and job diversity considered. | Beginning of systematic approach. All key processes are identified, flowcharts/documented. Opportunities for improvement assessed. Major deployment gaps. Awareness of new technologies, changing customer needs. Focus on business performance improvement beginning. | System exists to measure & monitor key financial & non-financial indicators. Some results are reported for critical aspects. Some areas of improvement indicated. Some benchmarking on community perceptions, environmental issues. Key performance outcomes established. |
| 3 | Effective systematic & responsive approaches. Management develops support from customer teams. Management fully communicates with teams and strategy horizontally. Prevention & continuous improvement focus. Sets priorities. Supporting local community groups. | Innovative approach starting. Systematic, responsive approach. Move from reacting to problems to prevention and continuous improvement. Early stages of deployment. Competitor & customer satisfaction data collection & analysis. Results widely communicated. | Effective and responsive approach created. Customer data used to set performance targets. Moving from reaction to prevention. Early stages of deployment of systematic approach to integrate awareness of customers & market & their impact on competitive position. Key success factors improved. | Process in place to manage dissemination of relevant info to vendors, customers & employees. Moving from reacting to problems to prevention and improvement. Early stages of deployment of an effective systematic responsive approach with a focus on integration across the organization. Early deployment. | Effective systematic, responsive process to create two-way communication of information. Employee views actively sought. Data used to set targets and action plans. Emphasis on diversity, ideas and succession planning. Proactive focus. | Responsive and systematic approach created to evaluate effectiveness of key & value added processes. Move from reacting to problems (corrective action) to preventive action and continuous improvement. Transfer of learning from past projects across organization. | Results communicated to all employees on a regular basis with improvement targets indicated. Results included for many critical aspects of the organization. Improvement trends of 3-5 years are reflected in many of the areas reported. Range of targets set, data gathered, results analyzed and trends established. |
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| 5 | Fact based systematic evaluation, improvement process. Aligned with organizational needs. Trends improved. Process | Relevant resources proactively made available for improvement efforts. Aligned with the organizations needs. Fact | The need to meet and exceed customer needs is related in the strategic and operational plans. Fact based systematic | Data gathered/analyzed for accurate view of competitors. Used in business plans. Processes that identify additional | Fact based systematic evaluation, improvement process. Alignment with organizational needs. Employee satisfaction | Aligned with needs of organization. Customer needs linked to processes. Well deployed throughout. Quality | 50% of targets met. No negative performance. Improvement trends in most critical areas ie key customer, market & process requirements are evident |

# JAYNES RESULTS – COMPANY AVG VS COO

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# Jaynes Results – Company Avg vs COO

| SCORE | LEADERSHIP | STRATEGIC PLANNING | CUSTOMER FOCUS | MEASUREMENT ANALYSIS & KNOWLEDGE MGT | WORKFORCE FOCUS | OPERATIONS FOCUS | RESULTS |
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# BREAKTHROUGH IMPROVEMENT



Breakthrough
Improvement

Collaborated Efforts
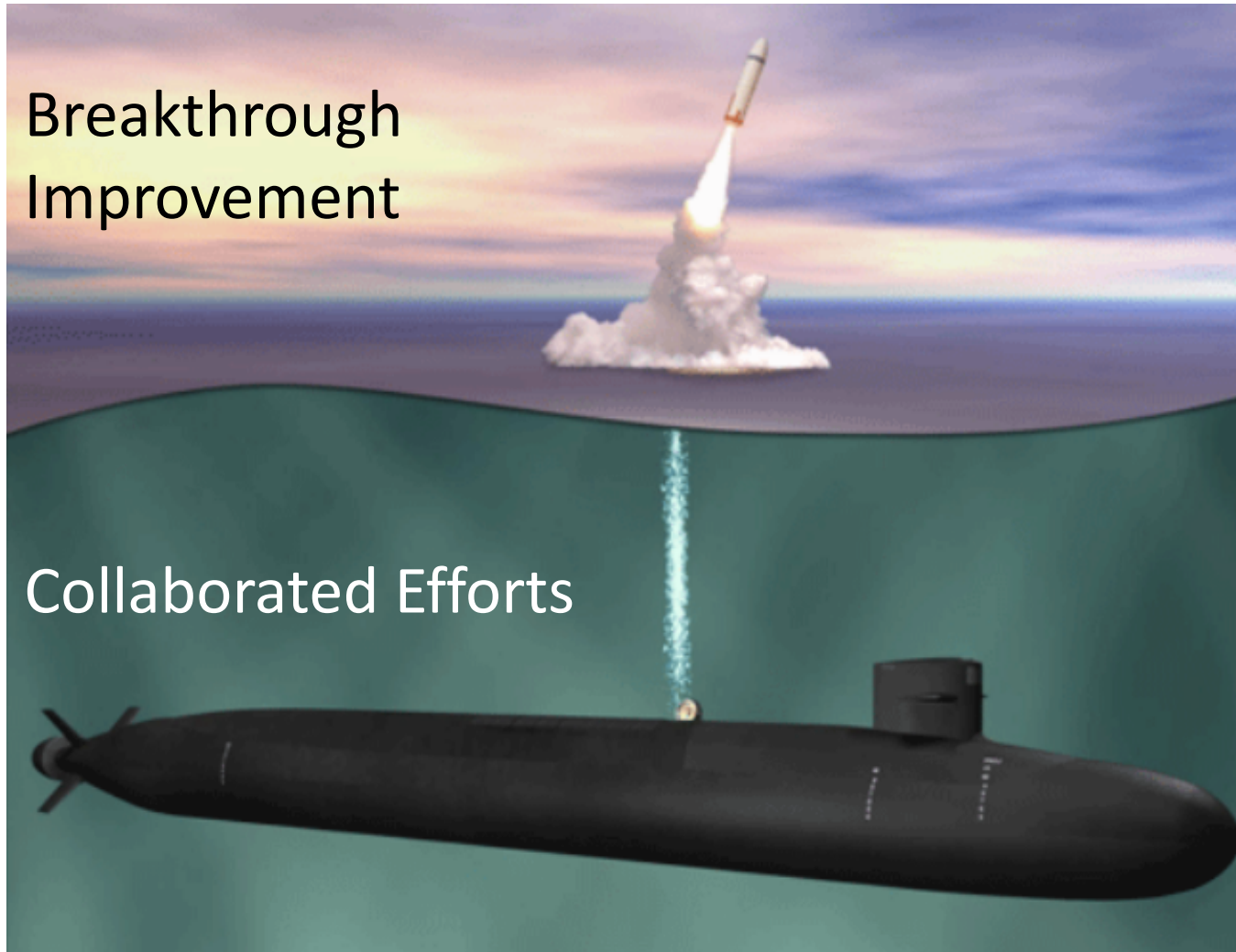
# HITTING OUR TARGET

# THE CRITERIA FOR PE



VS

# HOW DO YOU…



## Customer

- How do your listening methods vary for different customers, customer groups or market segments?

- How do you determine customer satisfaction AND engagement?

- How do your measurements capture actionable information to use in meeting your customer requirements and exceeding their expectations in the future?

# DISSATISFIED CUSTOMERS

*"How do your measurements capture **actionable** information to use in meeting your customer requirements and exceeding their expectations **in the future**?"*

# WORLD CLASS COMPANY

# FREESE AND NICHOLS BALDRIGE APPLICATION

**LEARN of CLIENT COMPLAINT**

*"Marketing issues a* **Client Issue Resolution form when a client satisfaction survey has a score of "3" or below**, *the client made negative comments, or answered "yes" to the question "Would you like us to contact you to further discuss our performance?"*

**ASSIGN COMPLAINT RESOLUTION**

 - COO assigns person responsible

**RESOLVE CLIENT COMPLAINT**

 - Resolution is completed and documented

# OUR FIRST LESSON LEARNED

# PLEASE CC ME ON ALL EMAILS

# CHANGE ORDER PROCESS

# PARTNERSHIP

# JAYNES
Build. Lead. Grow.®

## CLIENT ENGAGEMENT GROUP

*What* WE DO,
& *Why* WE DO IT.

OFFERING SEAMLESS TRANSITION FROM CONSTRUCTION TO WARRANTY.

TO BE A CONTINUED RESOURCE FOR THE LIFE OF YOUR BUILDING.

# JAYNES EMPLOYEES

# Are We Making Progress?

## Your opinion is important to us!

There are 40 statements below. For each statement, check the box that best matches how you feel (strongly disagree, disagree, undecided, agree, strongly agree). How you feel will help us decide where we most need to improve or change. We will not be looking at individual responses but will use the information from our whole group to make decisions. It should take you about 10 to 15 minutes to complete this questionnaire.

Senior leaders, please fill in the name of organization or unit being discussed.

Note: This refers to what is meant each time the word "organization" is used below

_____

| **1 Leadership** | Strongly Disagree | Disagree | Undecided | Agree | Strongly Agree |
|---|---|---|---|---|---|
| 1A  I know my organization's mission (what it is trying to accomplish). | ○ | ○ | ○ | ○ | ○ |
| 1B  I know my organization's vision (where it is trying to go in the future). | ○ | ○ | ○ | ○ | ○ |
| 1C  My senior (top) leaders are ethical and demonstrate our organization's values. | ○ | ○ | ○ | ○ | ○ |
| 1D  My senior leaders create a work environment that helps me do my job. | ○ | ○ | ○ | ○ | ○ |
| 1E  My organization's leaders share information | ○ | ○ | ○ | ○ | ○ |

| **1 Leadership** | Strongly Disagree | Disagree | Undecided | Agree | Strongly Agree |
|---|---|---|---|---|---|
| 1A  I know my organization's mission (what it is trying to accomplish). | ○ | ○ | ○ | ○ | ○ |

| | Strongly Disagree | Disagree | Undecided | Agree | Strongly Agree |
|---|---|---|---|---|---|
| that will affect me and my work. | | | | | |
| 2D  I know how to tell if we are making progress on my workgroup's part of the plan. | ○ | ○ | ○ | ○ | ○ |
| 2E  My organization is flexible and makes changes quickly when needed. | ○ | ○ | ○ | ○ | ○ |

# 40 Questions
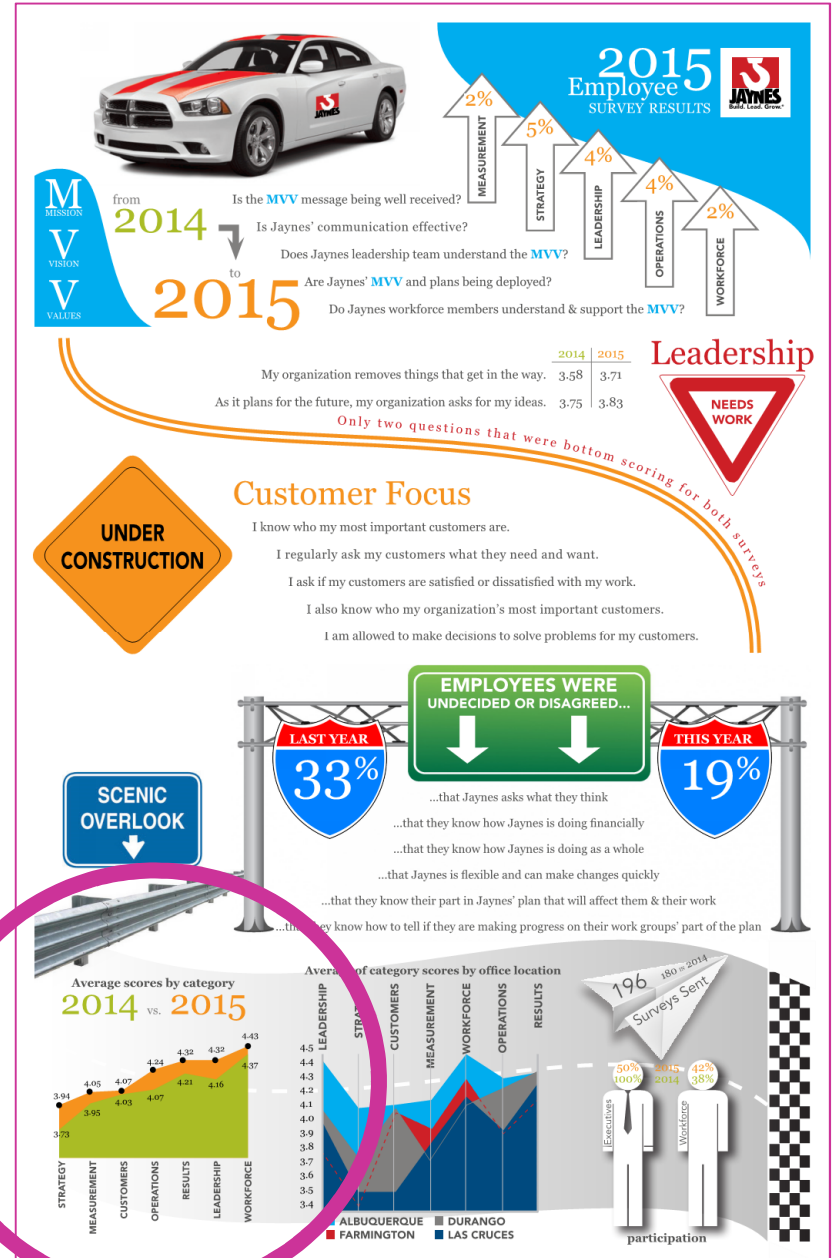
- Operations – 4

- Measurement Knowledge Management – 5

- Customer Focus – 5

- Strategic Planning – 5

- Leadership – 6

- Workforce – 6

- Results  - 9

# 72 Participants

- 100% Executive Team – 6

- 38% of our Workforce - 66

# = 2880 data points

# INFO GRAPHICS

## Let Your Voice Be Heard
Workforce Survey Results

**JAYNES**

40% Completion

180 Surveys Sent

100% Executive
38% Workforce

9 - Results
6 - Workforce Focus
6 - Leadership
5 - Strategic Plan
5 - Customer Focus
5 - Measurement/Knowledge Management
4 - Operations Focus

**40** Total Survey Questions

?'s

### Answer Measurement Scale
5 Strongly Agree | 4 Agree | 3 Undecided | 2 Disagree | 1 Strongly Disagree

**90%** of employees believe...
- Jaynes is a good place to work
- Jaynes is a safe place to work
- Jaynes practices high standards & ethics
- Jaynes uses company values to guide organization
- Jaynes has an environment that helps people do their work

**100% believe...**
Jaynes employees are committed to the success of Jaynes

**1 out of 3 Jaynes Employees are** undecided or disagree

...that Jaynes ask what they think (Leadership)

...that they know how Jaynes is doing financially (Results - Measurement/Knowledge Management)

...that they know how Jaynes is doing as a whole (Measurement/Knowledge Management)

...as Jaynes plans for the future it asks for their ideas (Strategic Planning)

...that Jaynes is flexible and can make changes quickly (Strategic Planning)

...that Jaynes removes things that get in the way of progress (Results - Operations Focus)

...that they know their part in Jaynes' plan that will affect them & their work (Strategic Planning)

...that they know how to tell if they are making progress on their work groups' part of the plan (Strategic Planning)

...that they know how their work is measured to fit Jaynes' overall measurements of improvement (Measurement/Knowledge Management)

### Overall Average Score by Category
| Category | Score |
|---|---|
| Results | 4.3 |
| Operations Focus | 4.21 |
| Measurement/Knowledge Mgmt. | 4.12 |
| Workforce Focus | 4.11 |
| Customer Focus | 4.03 |
| Strategic Planning | 3.98 |
| Leadership | 3.75 |

Overall Average Score by Participants
Executive 3.66 / Workforce

### Tenure with Jaynes (Average Score)
| Tenure | Score | Participants |
|---|---|---|
| 20-32 yrs. | 3.7 | 8 |
| 10-16 yrs. | 4.17 | 9 |
| 5-9 yrs. | 4.17 | 14 |
| <1-3 yrs. | 4.2 | 21 |

### Construction Workers Ranked Happiest Employees
According to TINYpulse's 2015 Best Industry Ranking report, gathered from its anonymous one-question feedback surveys from over 30,000 employees across more than 500 organizations, among 12 distinct industries, construction workers are the happiest employees.

TINYpulse surveys revealed the top three issues standing in the way of happy employees were:
1. Managers who aren't supportive
2. Not having the tools to succeed
3. No opportunity for professional growth

BUILD. LEAD. GROW.® **JAYNES.**
For a complete list of survey results, please contact Shad James or Jill Neu

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## 2015 Employee SURVEY RESULTS
**JAYNES** Build. Lead. Grow.®

M Mission
V Vision
V Values

from 2014 to 2015

2% MEASUREMENT
5% STRATEGY
4% LEADERSHIP
4% OPERATIONS
2% WORKFORCE

Is the MVV message being well received?
Is Jaynes' communication effective?
Does Jaynes leadership team understand the MVV?
Are Jaynes' MVV and plans being deployed?
Do Jaynes workforce members understand & support the MVV?

### Leadership NEEDS WORK
| | 2014 | 2015 |
|---|---|---|
| My organization removes things that get in the way. | 3.58 | 3.71 |
| As it plans for the future, my organization asks for my ideas. | 3.75 | 3.83 |

Only two questions that were bottom scoring for both surveys

### UNDER CONSTRUCTION

### Customer Focus
I know who my most important customers are.
I regularly ask my customers what they need and want.
I ask if my customers are satisfied or dissatisfied with my work.
I also know who my organization's most important customers are.
I am allowed to make decisions to solve problems for my customers.

**EMPLOYEES WERE UNDECIDED OR DISAGREED...**

LAST YEAR **33%**
THIS YEAR **19%**

...that Jaynes asks what they think
...that they know how Jaynes is doing financially
...that they know how Jaynes is doing as a whole
...that Jaynes is flexible and can make changes quickly
...that they know their part in Jaynes' plan that will affect them & their work
...that they know how to tell if they are making progress on their work groups' part of the plan

### SCENIC OVERLOOK

### Average scores by category 2014 vs. 2015
2014: 3.73, 3.94, 3.95, 4.03, 4.07, 4.16, 4.37
2015: 3.94, 4.05, 4.07, 4.21, 4.24, 4.32, 4.32, 4.43

Categories: STRATEGY, MEASUREMENT, CUSTOMERS, OPERATIONS, RESULTS, LEADERSHIP, WORKFORCE

### Average of category scores by office location
Categories: LEADERSHIP, STRATEGY, CUSTOMERS, MEASUREMENT, WORKFORCE, OPERATIONS, RESULTS

Legend: ALBUQUERQUE | DURANGO | FARMINGTON | LAS CRUCES

196 Surveys Sent / 180 in 2014

50% 100% Executives
42% 38% Workforce
2014

participation

# INFO GRAPHIC – 2014 CATEGORY RESULTS



Overall Average Score by Category

| | |
|---|---|
| Results | 4.34 |
| Operations Focus | 4.21 |
| Measurement/Knowledge Mgmt. | 4.12 |
| Workforce Focus | 4.11 |
| Customer Focus | 4.03 |
| Strategic Planning | 3.98 |
| Leadership | 3.75 |

3.66
Executives

Overall Average Score by

# INFO GRAPHIC -  2014 - 2015 CATEGORY RESULTS



Average scores by category

2014 vs. 2015

- STRATEGY — 3.94 / 3.73
- MEASUREMENT — 4.05 / 3.95
- CUSTOMERS — 4.07 / 4.03
- OPERATIONS — 4.24 / 4.07
- RESULTS — 4.32 / 4.21
- LEADERSHIP — 4.32 / 4.16
- WORKFORCE — 4.43 / 4.37

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IT'S EVERYTHING WE DO.

# BUILD. LEAD. GROW.

# Sam Hatchell

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Jaynes Corporation

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