

SYMPHONIC STRATEGIES, INC.

Symphonic Organizational Self-Assessment™

DICON Family Services

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Total Score

The Symphonic Strategies Organizational Self-Assessment™ tool measures an organization’s capability in 12 key areas. Using more than 100 separate attributes of high performance, the self-assessment tool helps leaders plot their performance against an ideal, and, more importantly, against a benchmark of peer organizations.

Based on your own self-assessment, your organization scored **553 out of a possible 760**, placing you **three points above the benchmark** score for organizations similar to yours (N=6).

Symphonic Capability Curve™

When plotted on our capability curve, your organization falls in the **“Performance Stage.”** Organizations in the Performance Stage have a strong culture of management, a stable infrastructure, and a solid leadership bench. However, organizations in the Performance Stage struggle to translate operational excellence into deep and sustainable impact. With some additional attention, organizations in this stage can raise their collective capability and reach the highest stage, the Impact Stage.

Aggregate Capability Score

Your “aggregate capability score” is calculated by dividing your total score by the maximum number of capability points available. The resulting figure is then presented as a percentage of the maximum amount of points available to an organization.

- **Currently, your organization is operating at 73% of its potential capability.**

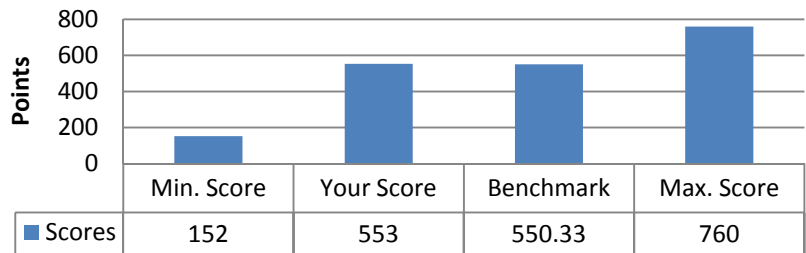
What does this mean?

This means that your organization is currently excelling in a number of critical areas (see page three for more detail). It also means that your organization can make strategic decisions about where to invest scarce resources to improve your overall impact.

This report provides recommendations on the strategic areas we believe deserve attention as you work to enhance the capacity and capability of your organization.

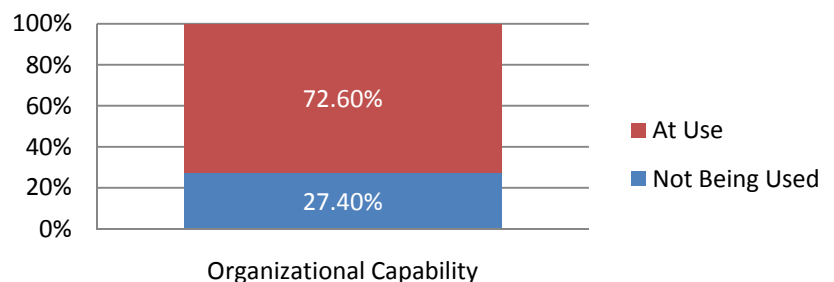
The bar graphs below represent a visual summary of your total score, as well as your aggregate capability as an organization.

Raw Symphonic Capability Score™



Your Symphonic Capability Score™ represents the total number of capability points allocated to your organization. The accuracy of your score, is of course, determined by how honest you were when completing the self-assessment.

Distribution of Symphonic Capability™



Key Findings:

1. More than one-quarter of your organization’s potential capability is currently being untapped. If you wish to raise your performance and enhance your impact, it will be crucial that you develop an operational plan to close this gap.
2. Your combined Symphonic Capability Score™ puts you slightly ahead of your peers. However, as you will see in the pages that follow, you fall well behind your peers in key individual areas, such as strategy and goals.

Organizational Capability: By Category

In addition to the combined operational capability score presented on the previous page, it is now time to disaggregate that score and analyze your performance in each of the 12 component parts that comprise the assessment.

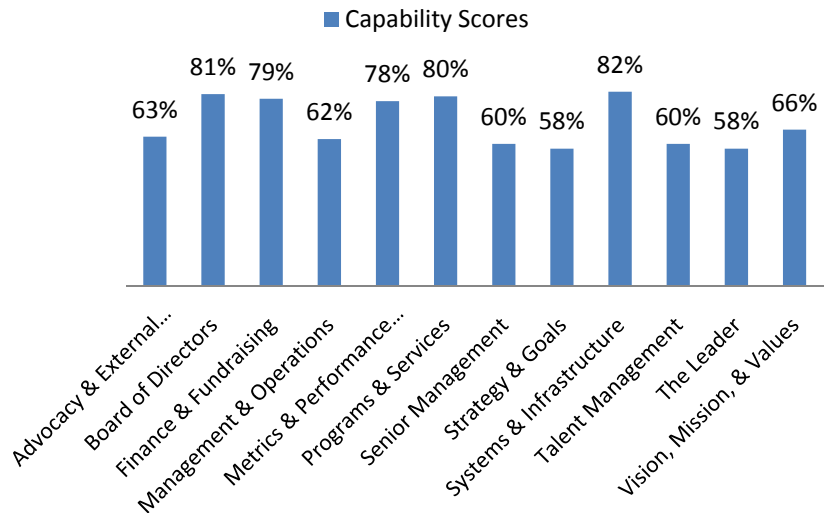
To the right, you will find a **bar graph** depicting your capability scores (as a percentage of full capability) in each of the 12 categories. The height of the bar represents the degree to which your organization is operating at its full potential.

Below, you will find a **color-coded scorecard** representing those same capability scores organized by status or condition. A conventional red, yellow, green scoring framework is used to help you identify areas most in need of attention. A red denotes an area of weakness, a yellow is an area at the margins, and a green is an area where your performance is strong.

Color-Coded Scorecard

Status	Category
Yellow	Vision, Mission, Values
Green	The Leader
Green	Talent Management
Yellow	Systems & Infrastructure
Green	Strategy & Goals
Green	Senior Management
Yellow	Programs & Services
Red	Metrics & Performance Measurement
Green	Management & Operations
Yellow	Finance & Fundraising
Red	Board of Directors
Yellow	Advocacy & External Relations

Capability Scores



Recommendations:

In the pages that follow, your performance in each of the 12 key areas is presented, along with recommendations for how to close the most critical gaps. In this section, we focus on the big picture and how each of the categories interact in unison.

1. Your organization has notable comparative advantages in two areas: systems and infrastructure and board of directors. Use those advantages to drive changes in your areas of greatest weakness—namely, to improve the capability of your senior leader and to enhance your strategic plan and strategic goals.
2. Based on detailed analysis in the pages that follow, it appears that the organization would benefit from undergoing a comprehensive strategic planning process.

Advocacy and External Relations

Advocacy and external relations are activities that some organizations consider to be simply a luxury—something you do when have plenty of time and an abundance of resources. However, those organizations that have had significant and measurable impact on the communities they serve have done so in large part because they have successfully looked **beyond** direct service for ways to make a difference. Forming relationships with external groups and individuals can be a strategic way to further enhance your mission.

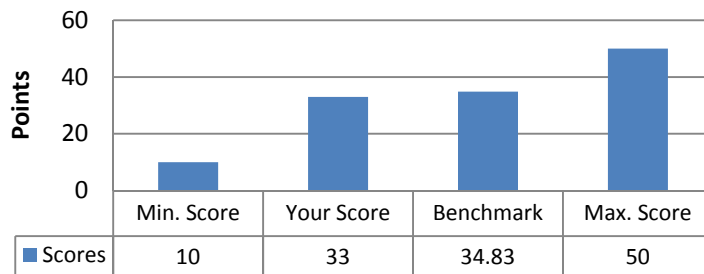
Scorecard

Status	Attribute
■	A1: Strong reputation in the community.
■	A2: Thoroughly understand the needs of those you serve and how they prefer to be served.
■	A3: Strive to broaden and deepen your relationships with your most important customers.
■	A4: Actively recruit volunteers.
■	A5: Ability to understand and engage in marketing and public relations.
■	A6: Marshal the know-how and resources to develop concrete and realistic marketing plans.
■	A7: Participate in substantive policy discussions with policy makers.
■	A8: Work with policy makers on a regular basis to proactively implement policies that benefit those you serve.
■	A9: Build, leverage, and maintain strategic relationships with external partners.
■	A10: Leverage external partnerships that are based on stable, long-term, mutually-beneficial collaboration.

Summary of Scores:

- In the area of advocacy and external relations, your organization scores a **33** out of 50, just **below** the benchmark.
- You are operating at **66%** of your potential in this category.
- You scored yourself high (4 or 5) on **4** of the 10 attributes, but you also scored low (2 or lower) on 1 of the 10 attributes.

Raw Symphonic Capability Score™ Advocacy & External Relations



Recommendations:

1. Marketing and public relations should not be ignored. They provide your organization with a means by which you can tell your story, raise your visibility, and enhance your reputation.

Solution: Develop a strategic marketing plan and train your senior leadership in the art and science of public relations.

2. Don't neglect people and groups outside of your organization. From volunteers to strategic partners, consider the power of building a stronger network of "friends."

Solutions: Strategic Partner Fit Scorecard; Implement a Volunteer Management System.