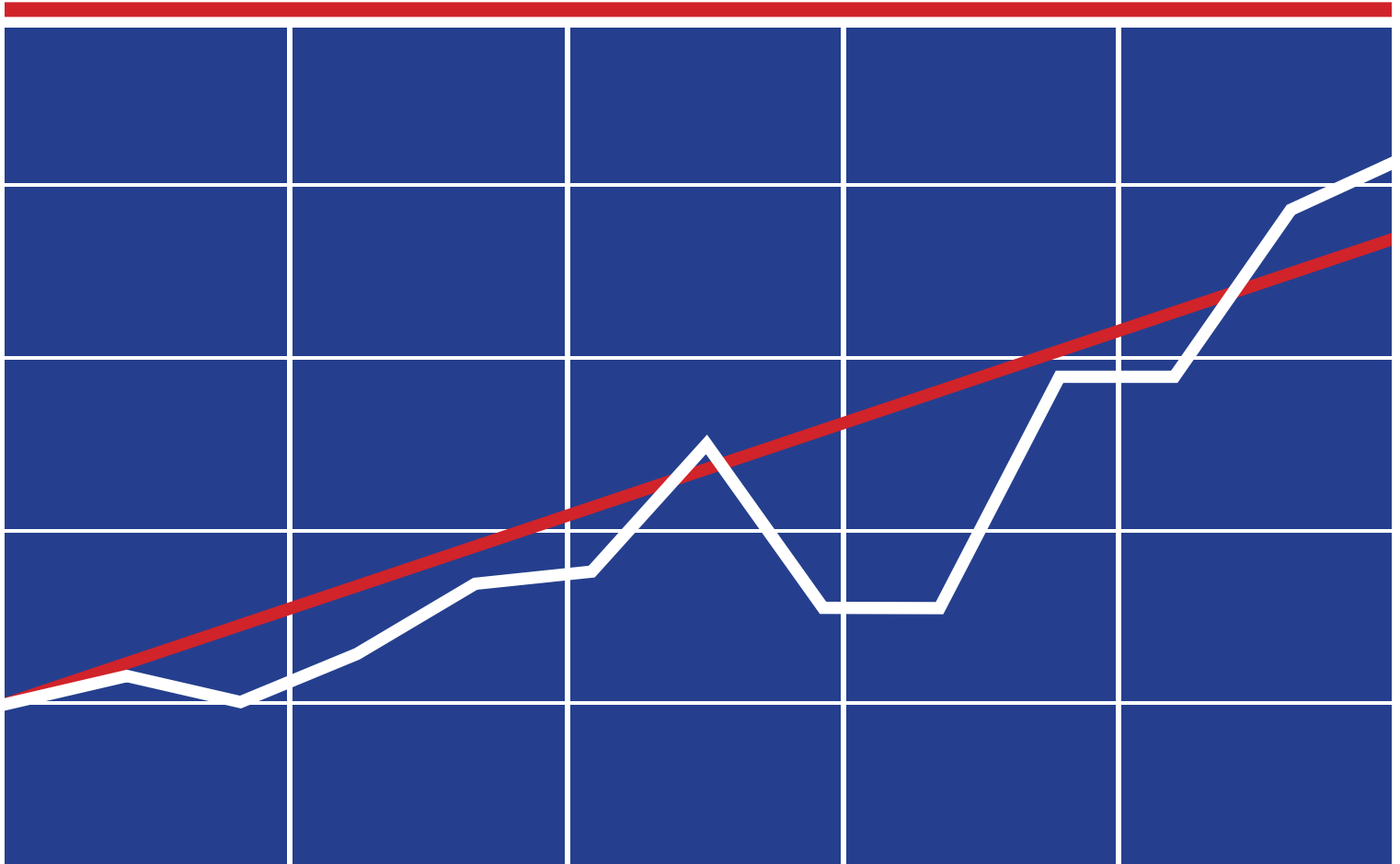


FOCUS REVIEW



S A Greenwood Mgmt Resources, LLC

THE FOCUS REVIEW PRODUCTS

- Ensure that the top management and the management group represent a single unit with common goals.
- Provide data on the extent to which the company's managers and employees are focused on the top management's strategic initiatives and focus areas.
- Offer information on which areas could be improved to enhance support for the top management's focus areas.
- Offers information on the extent to which the focus areas are understood and implemented in the managers' and employees' daily work.
- Give insight into which systems and processes that create the greatest challenges for the managers and the company.
- Give insight into managers that face the greatest challenges in implementing the top management's strategic initiatives and focus areas.
- Improve communication concerning the desired change.
- Give insight into which initiatives will have the greatest impact on the company's bottom line.

STRATEGIC INITIATIVES AND FOCUS AREAS

The strategic initiatives and focus areas are initiatives that the top management prioritizes as critical to meeting company objectives.

Information Loss in the Organization

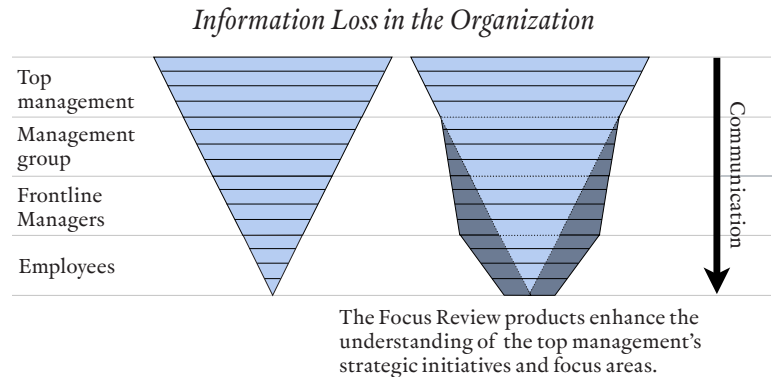
Implementation itself often proves to be one of the greatest challenges in business management. Knowledge and understanding of the top management's focus areas tends to decline the further one goes down in the layers of the organization.

A Single Unit with Common Goals

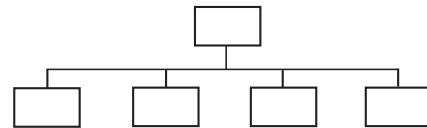
Despite the great efforts made to communicate the meaning and importance that focus areas have for the company, variation in assessments of the current situation and future objectives is often evident already on the top team level, or one level below.

This divergence creates considerable communication challenges for the top management. In order for the top management and the management group to represent a single unit with common goals, they need to have a fact-based discussion of their various assessments of the current situation and future objectives.

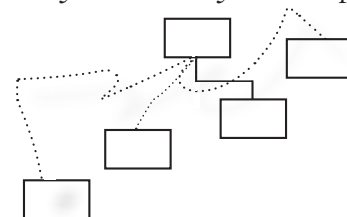
The top management's strategic initiatives and focus areas, as well as their implementation by managers, are vital to a healthy bottom line.



The ideal organizational structure



The reality does not always match expectations



THE FOCUS REVIEW PRODUCTS

The Focus Review products have been developed to increase focus on the bottom line, prompt improvement and change, and enable follow up on results.

Management Execution Survey

Informs the top management about the extent to which its objectives and focus areas have been implemented within the organization. Offers insight into the extent to which the top management and the top team share the same understanding of the degree of implementation. Gives insight into the greatest challenges between the top management and the management group, and helps determine which improvement initiatives could be implemented.

Organization Execution Survey

Contributes to enhancing organizational focus on the top management's strategic initiatives and focus areas. Ensures follow up on the improvement initiatives. Identifies the extent to which individual managers as well as the organization's systems and processes influence employees' focus and behaviour.

The products are customised to the individual company's specific needs, thereby delivering useful and relevant results.

Correlation Analysis

The Correlation Analysis allows the company to identify areas that can improve its bottom line, by comparing the company's actual business results with the survey results. Rather than using data drawn from other companies at other times in other contexts, the Correlation Analysis provides information specific to the company's situation. This ensures that the agreed-upon initiatives have a positive impact on the particular company, division, or department.

Frontline Manager Report

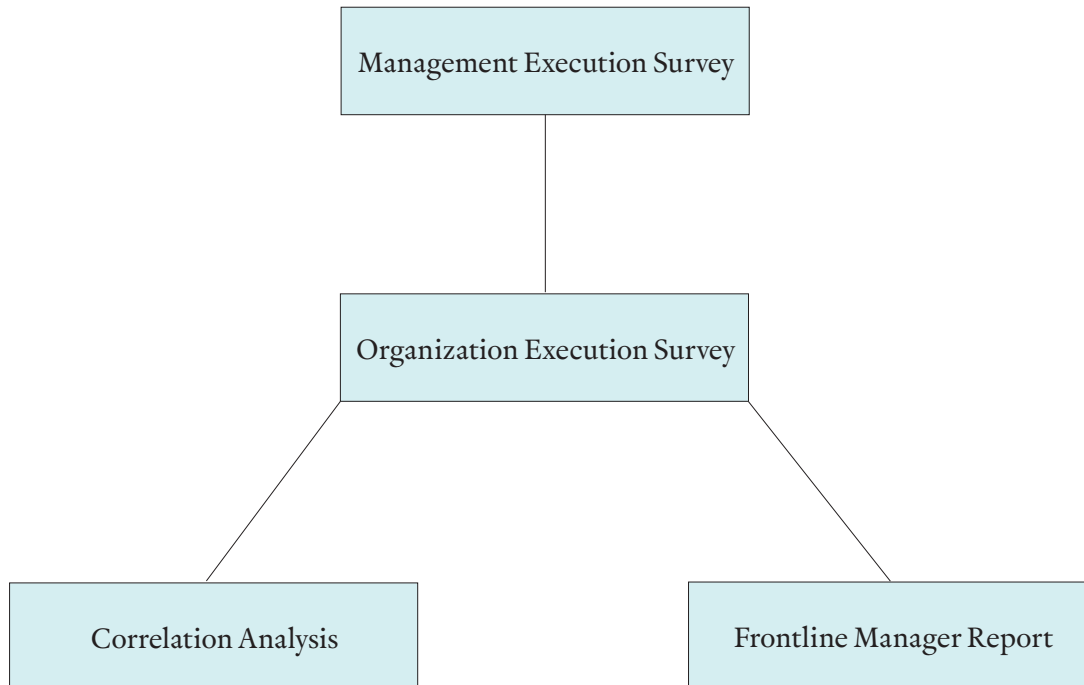
Creates a link between the top management and the frontline managers and is as a powerful means of communicating the top management's strategic initiatives and focus areas. Each report gives individual results, advice and ideas, enabling the individual frontline-manager to create the necessary changes needed to achieve the top management's objectives.

THE FOCUS REVIEW PRODUCTS

The Focus Review products are designed to deliver facts fast. It typically takes 3-4 weeks, from the start, until the results are presented to the top management.

Each employee will typically spend 10-15 minutes completing the survey.

The Focus Review products are available in English, Spanish, French, German, Dutch, Swedish, Norwegian and Danish.



CONTACT INFORMATION

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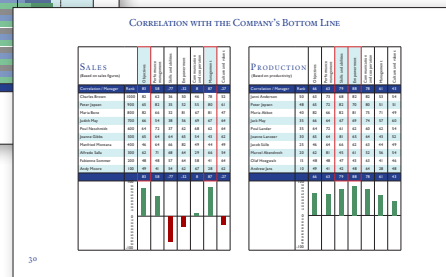
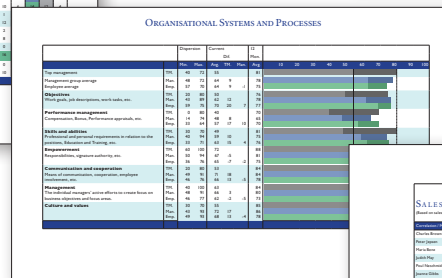
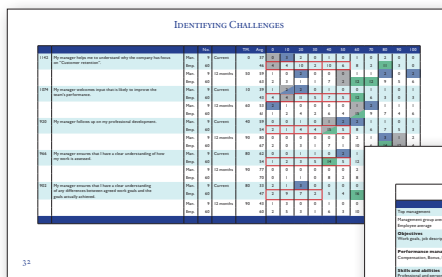
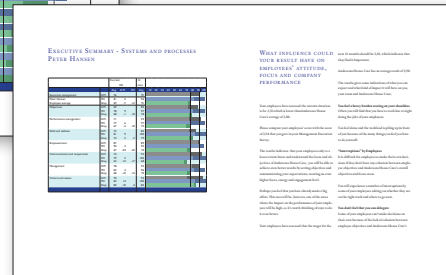
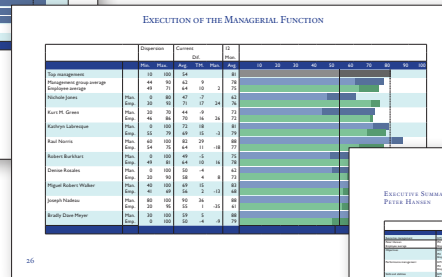
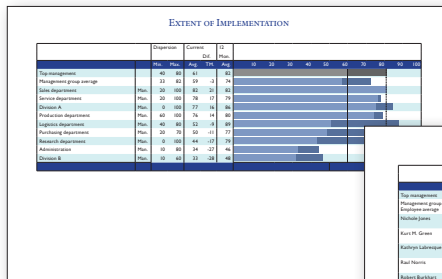
E-mail: scottg@getgmr.com

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EXAMPLES

On the following pages are examples from the Focus Review reports. The individual overviews are customized to the company's needs, for instance by covering each focus area or each level of the organization.

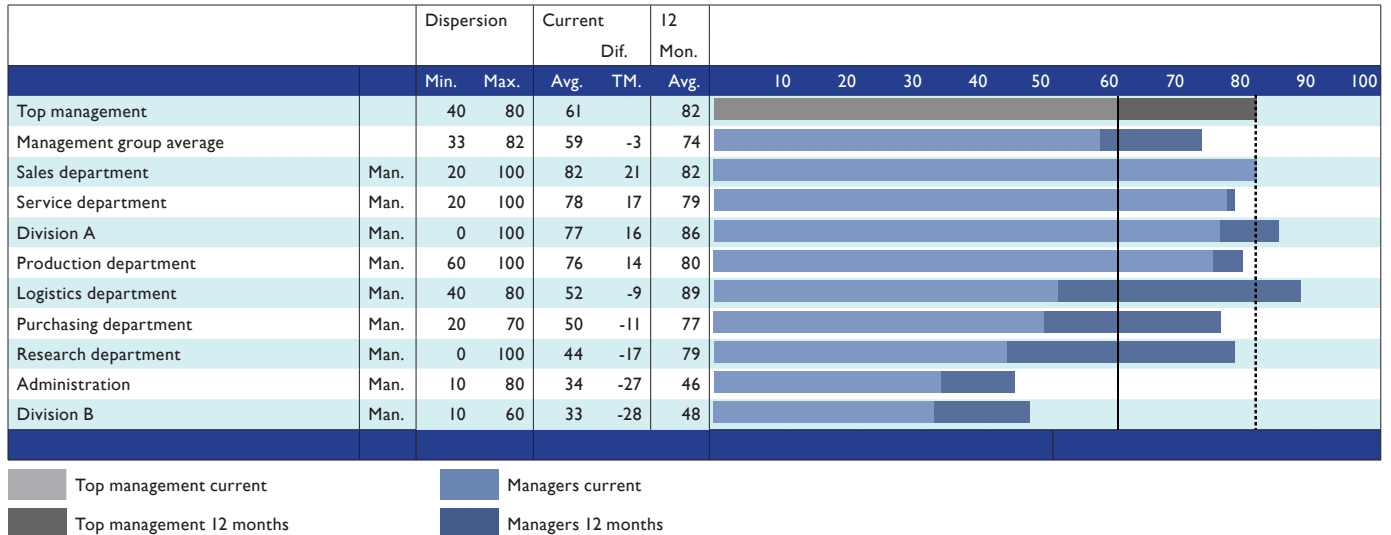
The reports are designed to supply a quick overview, as well as more detailed and in-depth information.



EXTENT OF IMPLEMENTATION

To what extent have the focus areas been implemented within the organization?

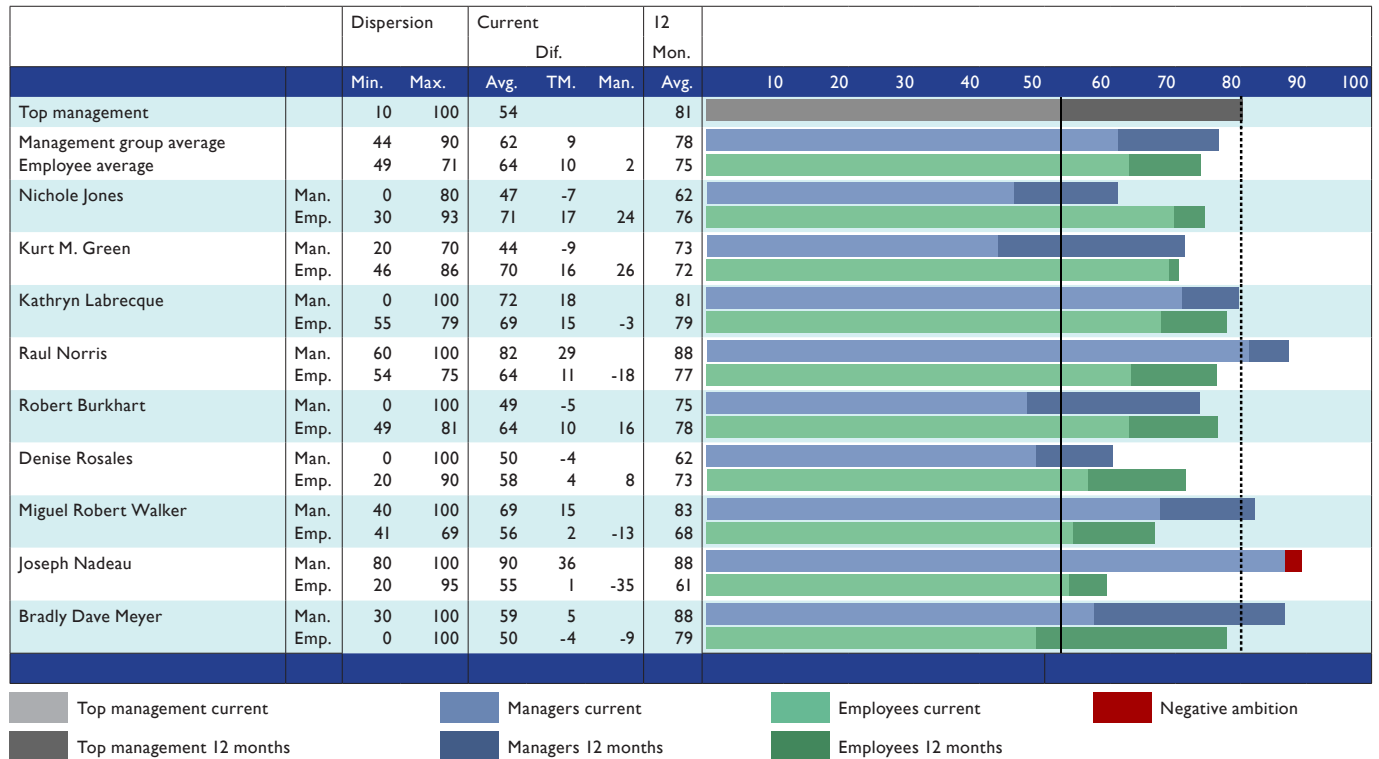
The individual overviews are customised to the company's needs, for instance by covering each focus area or each level of the organization.



EXECUTION OF THE MANAGERIAL FUNCTION

Unsuccessful execution of the managerial function will often reduce employees' focus and engagement, and thereby have a negative impact on the bottom line.

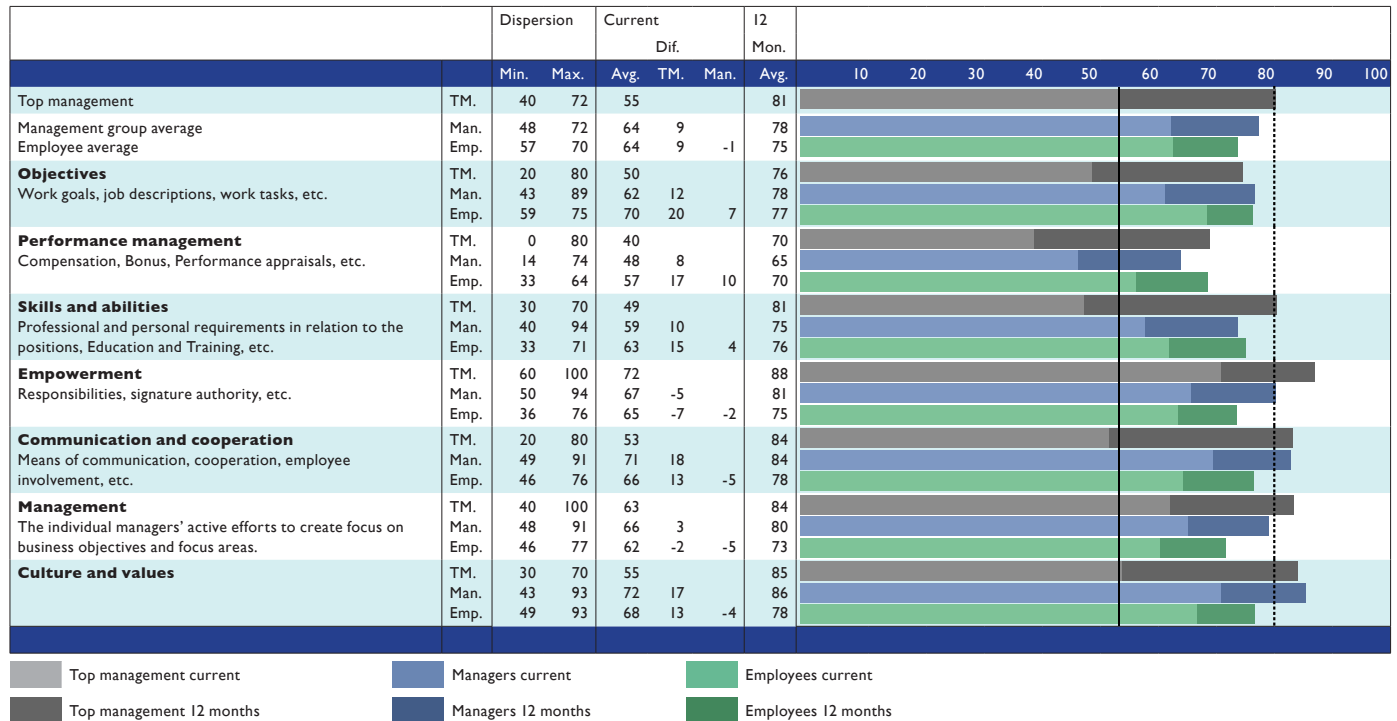
If managers fail to implement the strategic initiatives and focus areas, the likelihood of focused employees decreases.



ORGANIZATIONAL SYSTEMS AND PROCESSES

The company's organizational systems and processes influence the focus, motivation, and engagement of both managers and employees.

Do the organization's systems and processes support the top management's strategic initiatives and focus areas?



IDENTIFYING CHALLENGES

Unlike averages and quartiles, this overview identifies the number of employees who experience challenges with the areas in question.

There is a risk that focus, engagement, and the company's bottom line will be negatively affected, if a large number of employees respond in the range 0-50 percent.

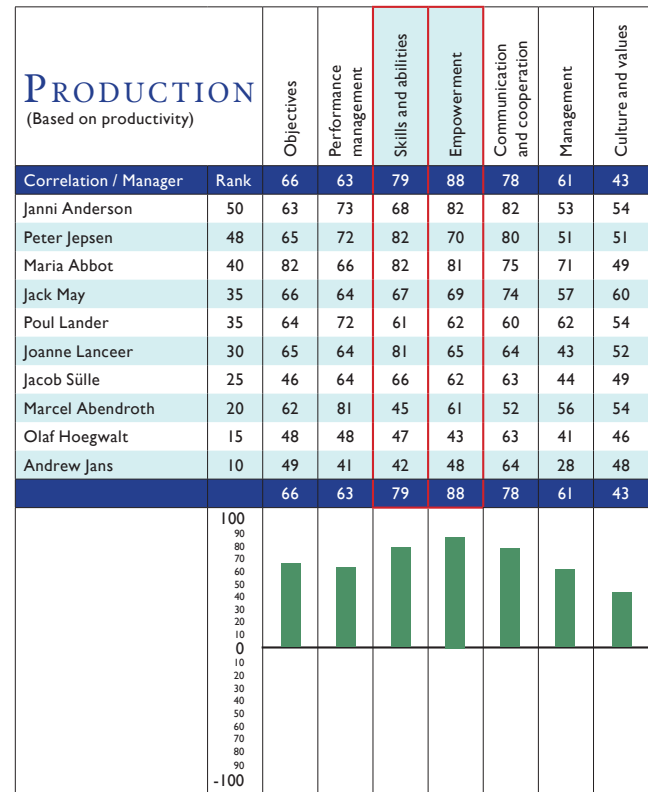
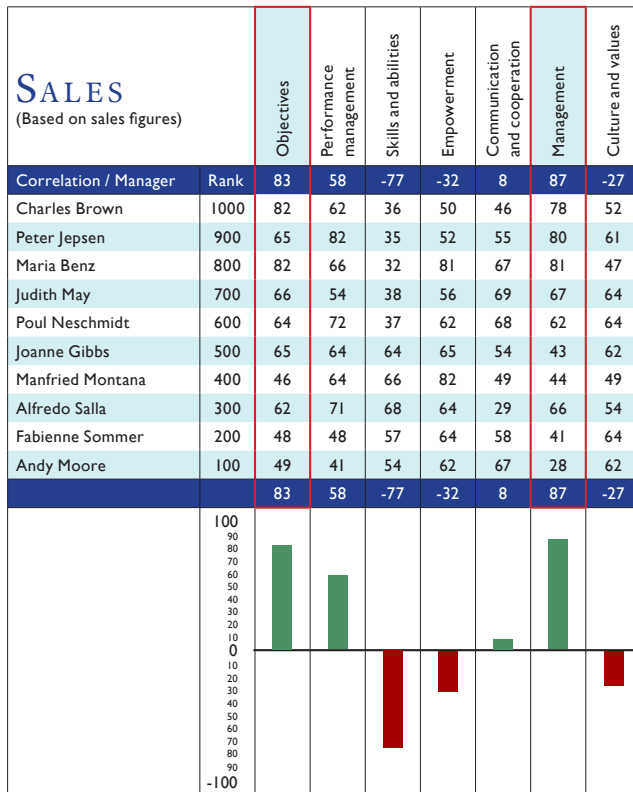
		No.	TM.	Avg.	0	10	20	30	40	50	60	70	80	90	100		
1142	My manager helps me to understand why the company has focus on "Customer retention".	Man.	9	Current	0	37	0	3	2	0	1	0	1	0	2	0	0
		Emp.	60		46	4	4	10	2	10	6	8	2	11	3	0	
		Man.	9	12 months	50	59	1	0	2	0	0	0	1	1	2	0	2
		Emp.	60		63	2	3	1	1	7	2	12	12	9	5	6	
1074	My manager welcomes input that is likely to improve the team's performance.	Man.	9	Current	10	39	1	2	2	0	1	0	0	1	1	0	1
		Emp.	60		43	4	4	11	5	7	5	12	6	3	0	3	
		Man.	9	12 months	60	53	2	1	0	0	0	0	1	2	1	1	1
		Emp.	60		61	1	2	4	2	6	4	15	9	7	4	6	
920	My manager follows up on my professional development.	Man.	9	Current	40	59	0	0	1	0	1	2	2	1	1	0	1
		Emp.	60		54	2	1	4	4	15	5	8	6	7	5	3	
		Man.	9	12 months	90	80	0	0	0	0	0	0	2	1	3	1	2
		Emp.	60		67	2	0	3	1	7	1	10	6	14	12	4	
966	My manager ensures that I have a clear understanding of how my work is assessed.	Man.	9	Current	80	62	0	0	1	1	0	2	1	1	1	0	2
		Emp.	60		54	1	2	3	5	14	5	12	6	6	2	4	
		Man.	9	12 months	90	77	0	0	0	0	0	0	2	1	5	0	1
		Emp.	60		70	0	1	1	0	8	2	8	10	17	7	6	
902	My manager ensures that I have a clear understanding of any differences between agreed work goals and the goals actually achieved.	Man.	9	Current	80	33	2	1	3	0	0	0	0	1	2	0	0
		Emp.	60		47	2	9	7	2	5	4	16	6	4	2	3	
		Man.	9	12 months	90	43	1	3	0	0	1	0	0	0	4	0	0
		Emp.	60		60	2	5	3	1	6	3	10	8	14	2	6	

Top management
 Managers, most answers
 Employees, most answers
 Challenges

CORRELATION WITH THE COMPANY'S BOTTOM LINE

The Correlation Analysis identifies areas related to a particular company's bottom line, and is based on the company's own assessments and definitions of ability, success, etc.

What works for one company will not necessarily work for another.



FRONTLINE MANAGER REPORT

Communicates individually with each of your frontline managers, reporting on what the results say about employees' focus and engagement as well as recommending how these can be improved.

The Frontline Manager Report offers the company a unique opportunity to communicate the importance of the top management's strategic initiatives and focus areas, to the individual manager.

EXECUTIVE SUMMARY - SYSTEMS AND PROCESSES PETER HANSEN

	Current	Diff.		12 months												
		Avg.	E.P.	PH	Avg.	10	20	30	40	50	60	70	80	90	100	
Executive management	E.P.H.	76			91											
	PH	81	5		94											
	Emps.	69	-7	-12	91											
Objectives	E.P.H.	69			83											
	PH	78	9		97											
	Emps.	68	-1	-10	78											
Performance management	E.P.H.	71			92											
	PH	77	6		97											
	Emps.	67	-4	-10	75											
Skills and abilities	E.P.H.	72			85											
	PH	81	9		100											
	Emps.	74	2	-7	79											
Empowerment	E.P.H.	87			89											
	PH	90	3		93											
	Emps.	67	-20	-23	74											
Communication and cooperation	E.P.H.	74			93											
	PH	79	5		100											
	Emps.	62	-12	-17	68											
Management	E.P.H.	78			92											
	PH	82	4		96											
	Emps.	68	-10	-14	74											
Culture and values	E.P.H.	70			94											
	PH	84	14		100											
	Emps.	80	-10	-4	83											

WHAT INFLUENCE COULD YOUR RESULT HAVE ON EMPLOYEES' ATTITUDE, FOCUS AND COMPANY PERFORMANCE

Your employees have assessed the current situation to be 3,56 which is lower than Andersens House Care's average of 3,88.

Please compare your employees' score with the score of 3,94 that you gave in your Management Execution Survey.

The results indicate that your employees only to a lesser extent know and understand the focus and objectives of Andersens House Care, you will be able to achieve even better results by setting objectives and communicating your expectations, creating an even higher focus, energy and engagement level.

Perhaps you feel that you have already made a big effort. This area will be, however, one of the areas where the impact on the performance of your employees will be high, so it's worth thinking of ways to do it even better.

Your employees have assessed that the target for the

next 12 months should be 3,81, which indicates that they find it important.

Andersens House Care has an average result of 3,98.

The results gives some indications of what you can expect and what kind of impact it will have on you, your team and Andersens House Care:

You feel a heavy burden resting on your shoulders
Often you will find that you have to work late at night doing the jobs of your employees.

You feel alone and the workload is piling up in front of you
because of the many things you feel you have to do yourself.

"Interruptions" by Employees
It is difficult for employees to make their own decisions if they don't have any cohesion between employee objectives and Andersens House Care's overall objectives and focus areas.

You will experience a number of interruptions by some of your employees asking you whether they are on the right track and where to go next.

You don't feel that you can delegate
Some of your employees can't make decisions on their own because of the lack of cohesion between employee objectives and Andersens House Care's

INTRODUCTION: OBJECTIVES

Setting and interpretation of objectives

Setting the right objectives is one of the most critical tasks for the organisation and leader. Unclear, conflicting or inconsistent objectives will run down the performance of the organisation.

However, it is not enough to create objectives for the whole organisation - they have to be broken down into understandable and measurable objectives for all levels across the organisation.

Andersens House Care has outlined Customer retention, Cost and efficiency and Additional sales as particularly important. Without a strong focus on these and it will be impossible to achieve Andersens House Care's objectives and focus areas.

When all employees learn to focus on the same goals, the organisation will be much more likely to achieve them.

Awareness of the underlying reasons for Andersens House Care's objectives and focus areas, as well as understanding the business reasons behind the words, will move employees to a higher level of engagement and increase their focus.

It demands the involvement of every leader in Andersens House Care.

Naturally the objectives and focus areas of Andersens House Care play a role in relation to the external world, the media etc, but the objectives and focus areas are first and foremost the vehicle that should drive the organisation's performance and, without full understanding by the employees, it will be difficult to achieve them.

Educating all levels of the organisation within areas that are important in understanding its overall goals will enhance the employees' understanding of Andersens House Care's situation. Breaking down the objectives at team and individual level creates understanding and linkage on how each employee influences the results of both the team and Andersens House Care. This enhances the employees' commitment, accountability, focus and also their willingness to put more effort into their job.

The better Andersens House Care creates cohesion between the objectives of the individual and the rest of the organisation, the better the cooperation between different departments will be, and the better the performance.

A mapping of how the different objectives are interconnected can help the organisation to give more empowerment, more responsibility and autonomy to

ADVICE AND GUIDANCE

Although the overall objectives and focus areas of Andersens House Care have probably been communicated in speeches or talks by the CEO or deployed on your webpage, this doesn't mean that employees feel they know these values or can relate to them well enough.

Often employees can get the feeling that these missions and strategy statements were made just for a select few.

Andersens House Care's objectives are Customer retention, Cost and efficiency and Additional sales.

You need to translate these statements; you know your team and your employees.

Set aside time to go through the objectives and focus areas as well as the business reasons that lie behind them. Make it clear how the team and each individual employee influence the results of Andersens House Care.

This will increase focus, productivity, energy and engagement.

Make sure you have a presentation procedure to hand every time a new employee enters your organisation.

How do your own objectives look, are they clear, understandable and measurable? If not, it will be difficult for you to pass them down to your team.

The objectives for your team have to be Measurable, Precise, Achievable, Prioritised and Consistent with the overall goals and focus areas of the organisation, team etc. Finally they should indicate the timing factor - when the objectives have to be achieved.

Creating an understanding of how the team's objectives connect to other teams will provide better results for Andersens House Care as a whole.

Passing down the team's objectives to the individual employee's level is an essential part in steering the direction of focus, effort and behaviour. It will enhance your opportunity to delegate, empower your employees and free up time for you to do other leadership tasks.

Creating the understanding of the individual employee's role in relation to the overall objectives and focus areas of Andersens House Care has a very positive impact. When employees feel part of it, going to work will be different, and the feeling of being part of the success of Andersens House Care plays an important role in creating focus, energy and engagement.