

The xQ (Execution Quotient) Questionnaire

This material was published in **Steven Covey's book The 8th Habit**, Free Press, New York, 2004

The poll measures the ability of an organization to focus and execute their highest priorities

The xQ (Execution Quotient) Questionnaire was created by Harris Interactive, the originators of the Harris Poll, queried 23,000 US residents. The poll covered a broad spectrum of industries and functional areas.

Summary of some of the xQ Results (page 2 of the 8th Habit by Covey)

- Only 37% had a clear understanding of what their organization is trying to achieve and why.
- Only 20% were enthusiastic about their team's and organizations goals.
- Only 20% said they had a clear "line of sight" between tasks and their team's and organization's goals
- About half were satisfied with the work they have accomplished at the end of the week.
- Only 15% felt that they worked in a high-trust environment.
- Only 17% felt their organization fosters open communication that is respectful of differing opinions and that result in new and better ideas.
- Only 10% felt that their organization hold people accountable for results.
- Only 20% fully trusted the organization they worked for.
- Only 13% have high-trust, highly cooperative working relationships with other groups or departments.

More Complete Data from Appendix 6 in "The 8th Habit" by Stephen R. Covey - Table 14

Execution Issue	% who agree
ORGANIZATIONAL LINE OF SIGHT: Are all workers focused on organizational goals?	22%
TEAM GOALS QUALITY: Do work teams have clear, measurable goals?	9%
TEAM PLANNING: Do work teams plan together how to achieve their goals?	16%
TEAM COMMUNICATION: Do work teams have mutual understanding and creative dialogue?	17%
TEAM TRUST: Do work teams function in a safe "win-win" work environment?	15%
TEAM EMPOWERMENT: Do teams have adequate resources and freedom to do the job?	15%
TEAM ACCOUNTABILITY: Do team members hold each other accountable for their commitments?	10%
TEAM MEASURES - QUALITY: Are success measures tracked accurately and openly?	10%
INDIVIDUAL WORK GOALS: Do people have clear, measurable, deadline-driven work goals?	10%
INDIVIDUAL ENGAGEMENT: Are workers motivated? Do they feel valued?	22%
INDIVIDUAL PLANNING: Do people systematically schedule their priorities?	8%
INDIVIDUAL INITIATIVE: Do people take individual initiative and responsibility for results?	13%
ORGANIZATIONAL DIRECTION: Are organizational strategy and goals precisely understood by everyone?	23%
ORGANIZATIONAL COLLABORATION: Do teams work smoothly across function?	13%
ORGANIZATIONAL TRUSTWORTHINESS: Does the organization honor its own values and commitments?	20%
ORGANIZATIONAL PERFORMANCE IMPROVEMENT: Is there a consistent, systematic approach?	13%
INDIVIDUAL COMMITMENT: Are people committed to the organization's direction?	39%
ORGANIZATIONAL SUPPORT: Does upper management actively support the goals of work teams?	45%
TEAM FOCUS: Is my work group totally and diligently focused on its top goals?	14%
INDIVIDUAL TIME ALLOCATION: How much time do our people actually spend on key goals?	60%