



OQM-80 with standardized values

Sample profile

Sample organization

Jun 24, 2025

Sample Department: John Doe



How to use OQM properly

1. Important Basic Information

1.1 Why this tool?

Your organization is a living organism whose "health status" is constantly changing. Whatever is decided and undertaken in your organization directly affects the "health status" of your organization—either positively or negatively. OQM provides you with a comprehensive picture of the current state of your organization. By doing so, you can better track dynamic and complex changes and focus on existing and emerging "health problems."

OQM helps you identify existing and potential growth barriers. Regular and accurate identification of such barriers, followed by effective steps to eliminate them, enhances the potential for sustainable growth.

1.2 OQM Numerical Values

The numerical values represent standard figures (not percentages!) based on an annually updated normalization for your country. Therefore, the results can be directly compared with one another.

The following points should be noted:

- 50 = an "average" organization. Over 50 = above average healthy; under 50 = below average healthy. About 70% of organizations lie between 35 and 65.
- 65+: Your organization belongs to the top 15% (very healthy)
- 35-: Your organization belongs to the 15% with the lowest quality
- Values below 0 and above 100 are possible.

1.3 Strengths and weaknesses are relative

To accurately assess how individual values influence the health status of your organization, compare them to the national average—not just to the other values in your profile. Follow the guidelines in section 1.2.

1.4 Avoid Self-Calculation

You cannot derive the overall value of a quality feature from the average of all individual values of that quality characteristic. The individual evaluation of the questions does not consider the different weightings assigned to each result in contributing to your organization's overall profile.

1.5 Accuracy

Collected OQM profiles are regularly added to your country's database. An updated national standard is issued annually by OQM International. This ensures the ongoing statistical accuracy of all OQM detail analyses.

The anonymity of the survey process contributes to the accuracy of this tool in that respondents can express what they really think.

2. How to Benefit the Most from OQM

OQM is designed to help you identify the existing and potential growth barriers of your organization.

2.1 Where You Can Start

The most useful information regarding the central "health issues" of your organization can be found on the following five pages:

- Title Page – with a summarizing information
- 'Quality Features Current Profile'
- 'Current Minimum Factor:'
- 'The 10 Most Positive Questions'
- 'The 10 Lowest Questions'

After you have examined the fundamental issues more closely, particularly concerning the minimal factor, the other graphics can be utilized to gather additional, complementary information and gain deeper insights.

2.2 Recommended Interpretation Approach

The following steps have proven effective in interpreting. They relate the individual results to the overall profile and reveal connections between individual questions.

1. Focus on the respective quality feature (QM) itself. Examine the individual results of a QM and ask questions such as:

- "Why is this result and that result so high?"
- "Why is this value and that value so low?"
- "Why does this result come out so low, but that one so high?"

2. Take a look at all quality features (QM).

Use similar questions to discover relationships between the results of all QMs. Identify problems and barriers that a solitary examination of individual QMs may not reveal. (The graphic "The current Low 10" is helpful here.)

3. Look for trends

If the organization has collected two or more profiles in the past, additional graphics show historical trends. These comparative graphics highlight the following:

- the immediate influence of previous activities to overcome specific barriers;
- long-standing barriers (e.g.: cultural factors) that may not be apparent in a single profile and
- potential barriers or those that are just beginning to emerge.

4. Look for strengths.

The graphic of the current top 10 highlights the 10 healthiest areas. Celebrate these strengths and incorporate them into your plans in the area of minimum factors.

2.3 All activities have an impact on health

If you have already collected two or more profiles, OQM will show you how your internal organizational activities have influenced the health of your organization since the last profile.

3. Copyright, Presentations, Confidentiality, and Waivers

3.1 Copyright

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3.2 Confidentiality

This analysis may only be used by (1) the affected organization or (2) the accompanying OQM consultant. Any publication requires the express permission of the affected organization.

3.3 Publication or Presentation of Results

Neither this report nor extracts from it may be reproduced in magazines, newsletters, journals, books, websites, or presented in public forums without the written permission of the affected organization and the corresponding national OQM partner.

3.4 Publication of OQM Questions

This report is based on the questions of the OQM questionnaire, which were designed and compiled by OQM International. These questions may not be reproduced in any form outside of this report.

3.5 Reporting-related Decisions

The organization whose data is evaluated in this report must ensure that

- the current OQM analysis is used as a basis;
- (only) authorized persons have access to this information;
- the authorized persons properly acquire the content

and bears sole responsibility for

- all conclusions drawn from this analysis and the consequences of actions taken based on these conclusions.

4. Questions?

If you have any further questions, please contact (1) your OQM advisor, (2) the OQM contact person within your organization, or (3) the person who provided you with the OQM profile.

If these contacts are not possible, please reach out to the national OQM partner in your country. You can find contact information on our international website at

<https://oqm-international.org/>

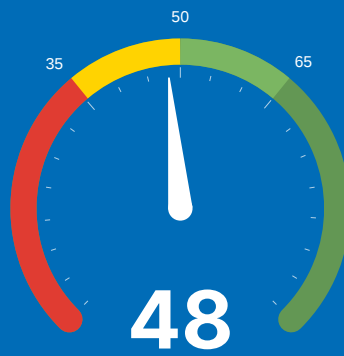
You will also find there:

- More information on OQM resources, research, and coaching
- OQM News
- Answers to frequently asked questions (FAQ) about OQM

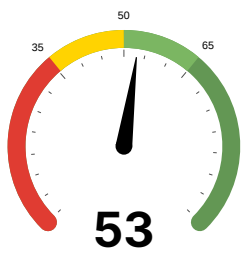
Please do not contact the authors of OQM Business or OQM International directly. If your questions cannot be answered on-site, they will be forwarded by your national OQM partner.

We hope that you and your organization will be blessed as you use this tool to unleash healthy, sustainable, and natural growth in your organization.

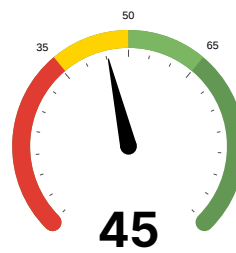
Quality characteristics of the current profile



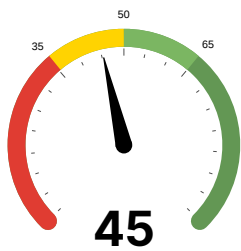
Average



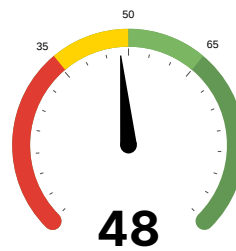
**Empowering
leadership**



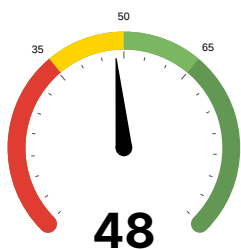
**Strengths-Based
Collaboration**



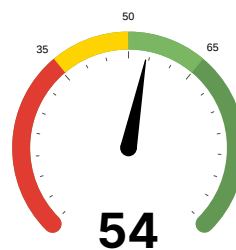
Inspiring Vision



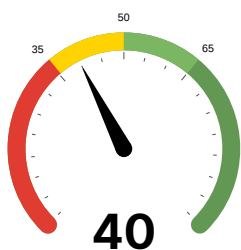
Effective Structures



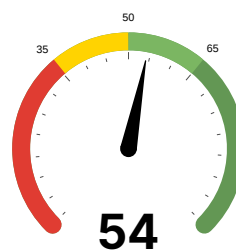
Common values



Integrated Teams



**Customer Oriented
Service**

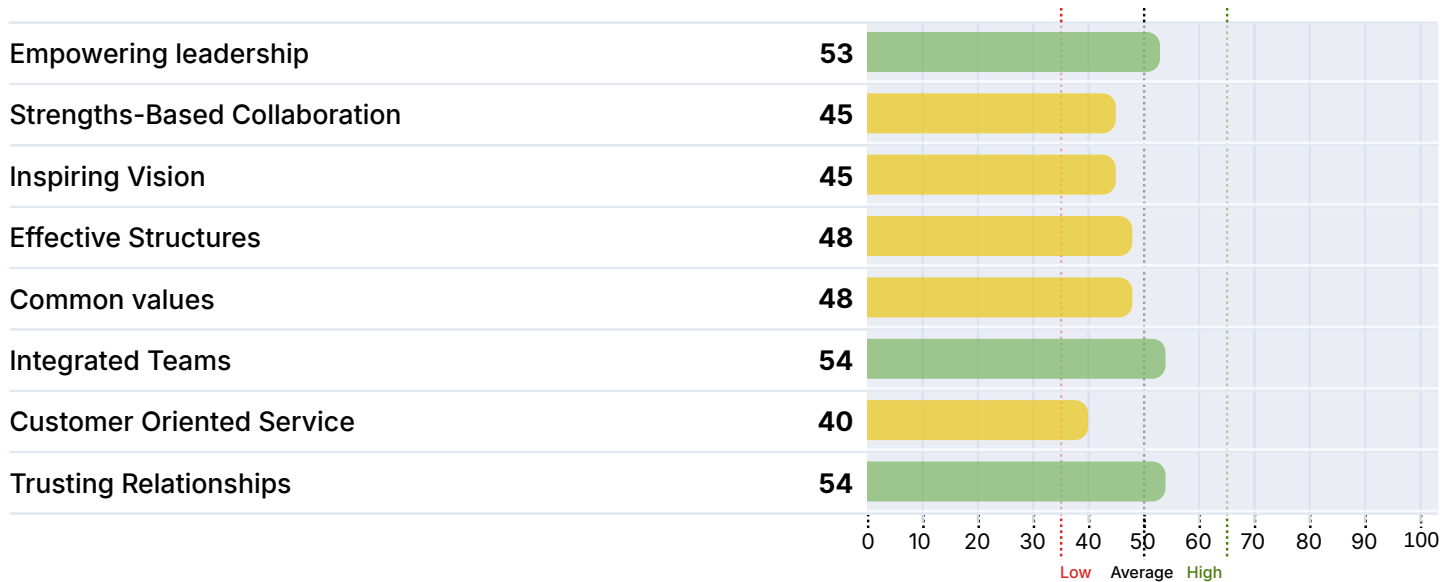


**Trusting
Relationships**

Quality characteristics of the current profile

48

Date	Jun 24, 2025	
Minimum factor	40	Customer Oriented Service
Maximum factor	54	Integrated Teams
Difference Min-Max	14	
Average	48	



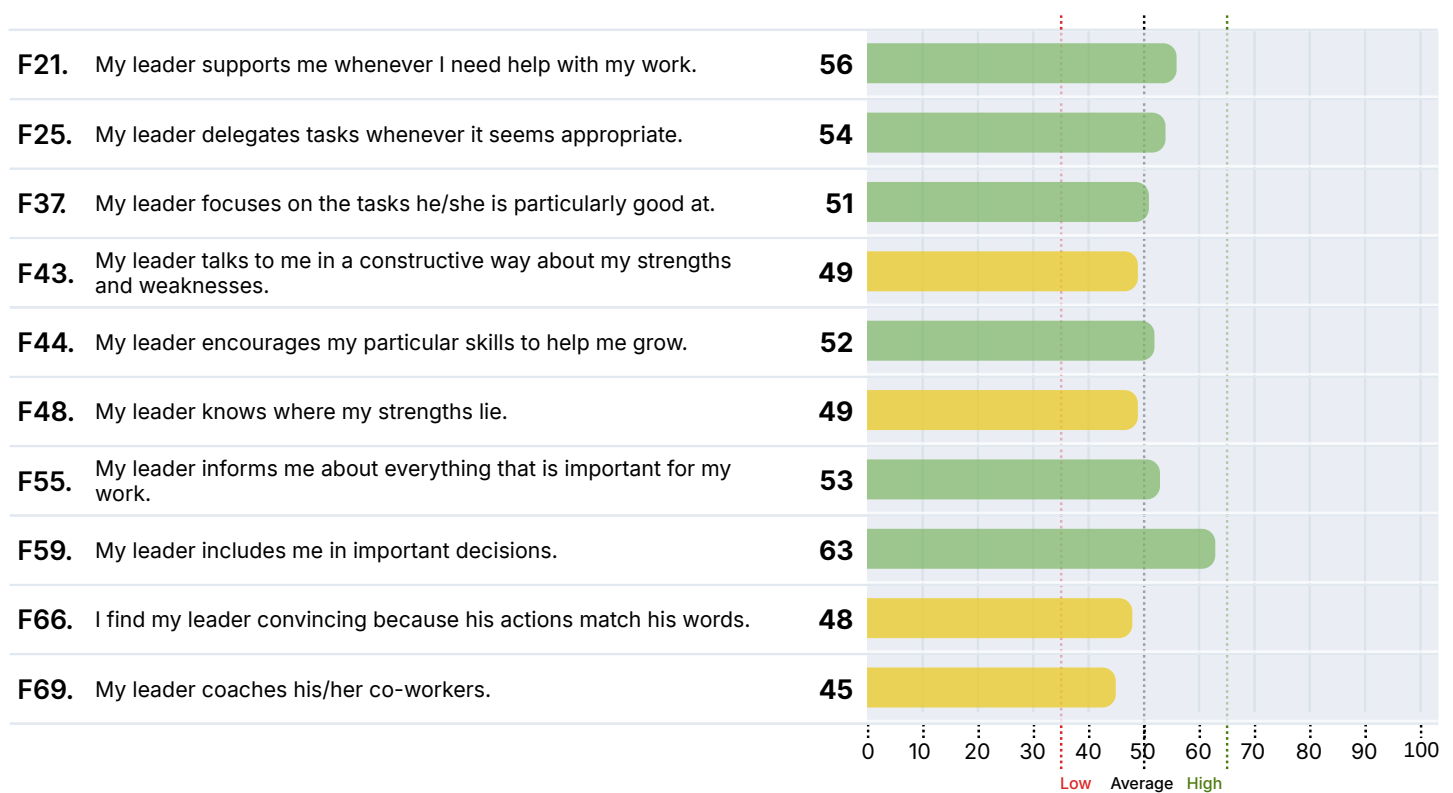
Empowering leadership (current profile)

53

The quality characteristic "empowering leadership" promotes the holistic development of employees beyond simply giving instructions. This management style emphasizes the involvement of employees in decision-making processes in order to create a cooperative working environment. Key elements include helpful communication about individual strengths and weaknesses and the promotion of personal development needs through continuous exchange.

Another important aspect is the transparent flow of information, which creates an informed and committed workforce. This is supported by targeted delegation according to individual talents, which increases the effectiveness, satisfaction and motivation of employees. Clear expectations and supportive measures from managers promote trust and a positive working atmosphere.

An inspiring vision motivates employees and creates a common direction. Authenticity and trustworthiness of the manager promote a sustainable, positive leadership culture. This leadership style contributes to the creation of a dynamic, innovative and high-performance corporate culture that focuses on both the individual strengths of employees and corporate goals.



Strengths-Based Collaboration (current profile)

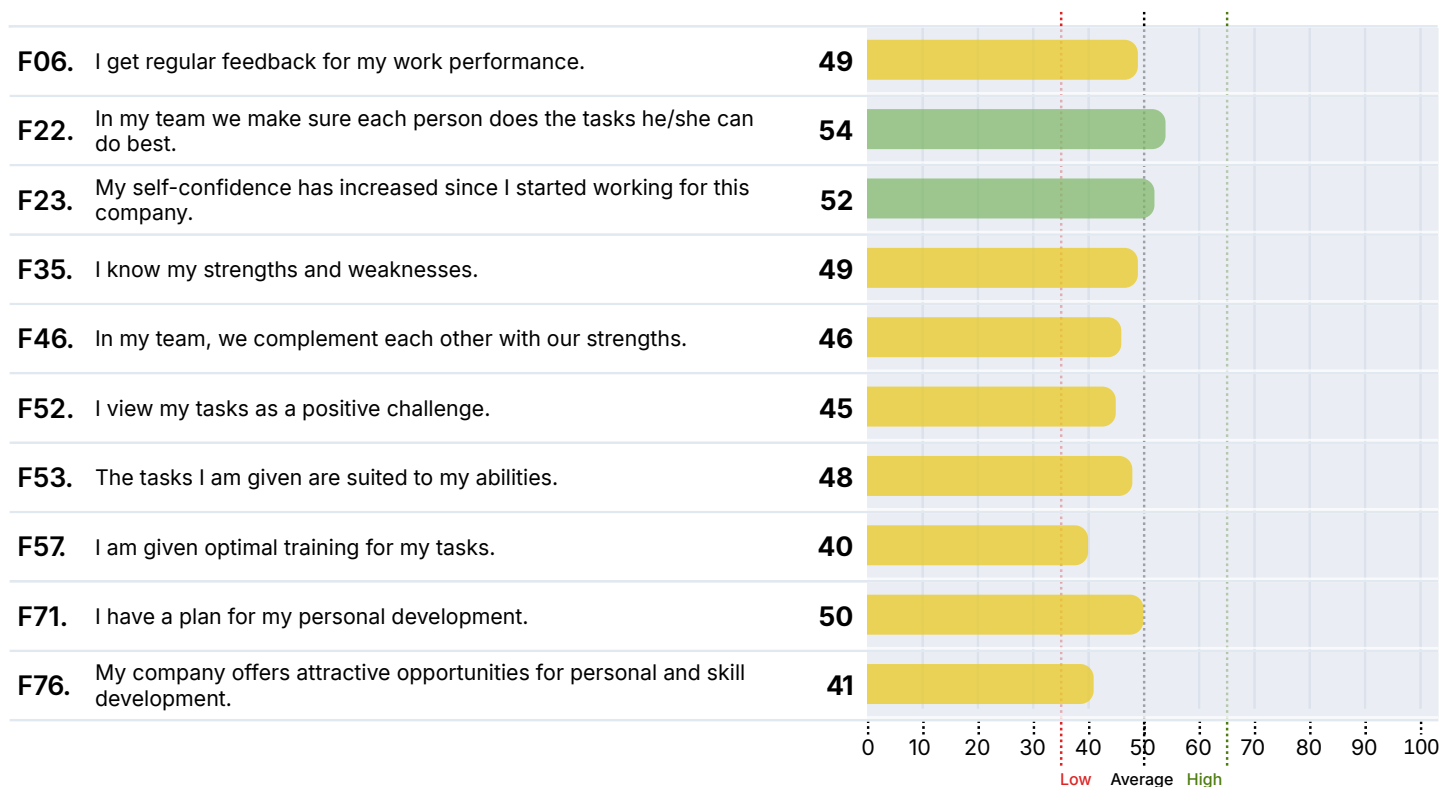
45

The quality attribute "Strengths-Based Collaboration" emphasizes a working environment in which employees can recognize their gifts and strengths and make targeted use of them. Every employee should take on tasks that match their individual strengths, even if this requires a redistribution of tasks. This leads to greater job satisfaction, lower sickness rates, more efficient work and better quality of work.

The key elements are self-awareness of one's own strengths and their targeted use. Within teams, care is taken to ensure that everyone makes optimum use of their strengths, which leads to efficient and harmonious cooperation. Working in such an organization promotes self-confidence and has a positive impact on private life.

Employees receive the training they need to perform their tasks competently. The different skills of the team members complement each other and lead to synergetic team performance. Tasks are perceived as positive challenges, which increases motivation.

Support in discovering and developing talents is also important, allowing employees to contribute their talents to their work. Strength-based collaboration thus creates an effective and satisfying working environment that benefits both employees and the company.



Inspiring Vision (current profile)

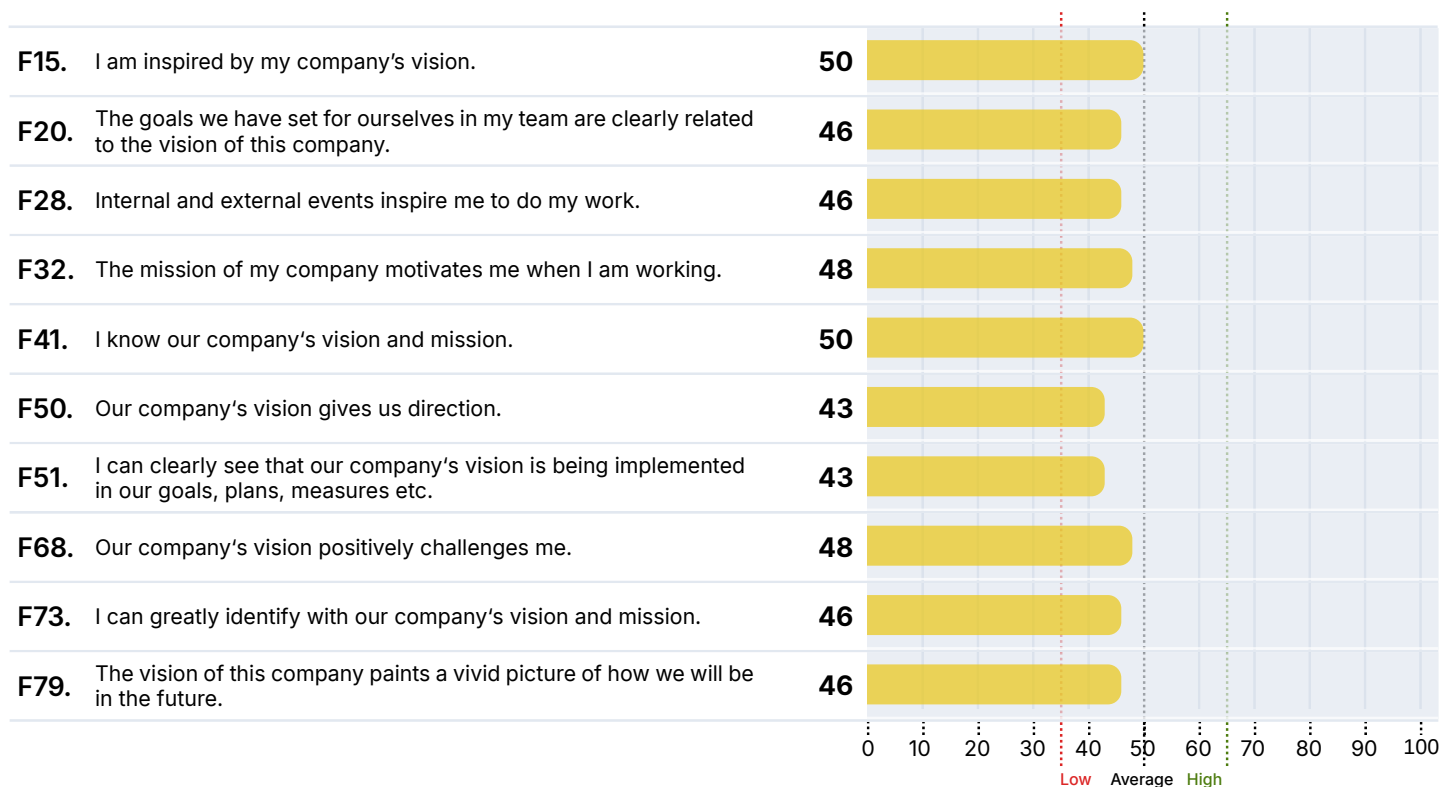
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The quality attribute "Inspiring Vision" emphasizes the central role of a clear, motivating vision of the future for the organization. An effective vision is characterized by conceivability, desirability, feasibility and a clear focus. It serves as a guide for decisions and inspires enthusiasm among those involved.

An inspiring corporate vision motivates employees and creates a positive direction. Team goals are clearly linked to the corporate vision, which emphasizes alignment and coherence. Internal and external events serve as sources of inspiration and support the daily work of employees.

The company mission plays an important role in motivating employees. Their familiarity with the company's vision and mission gives them a clear direction. The vision is translated into concrete objectives, plans and actions, creating a vivid picture of the future organization.

An inspiring vision creates motivation and direction, promotes coherence and serves as the basis for targeted measures and planning. It is an essential component of organic quality management and contributes significantly to the success of the organization.



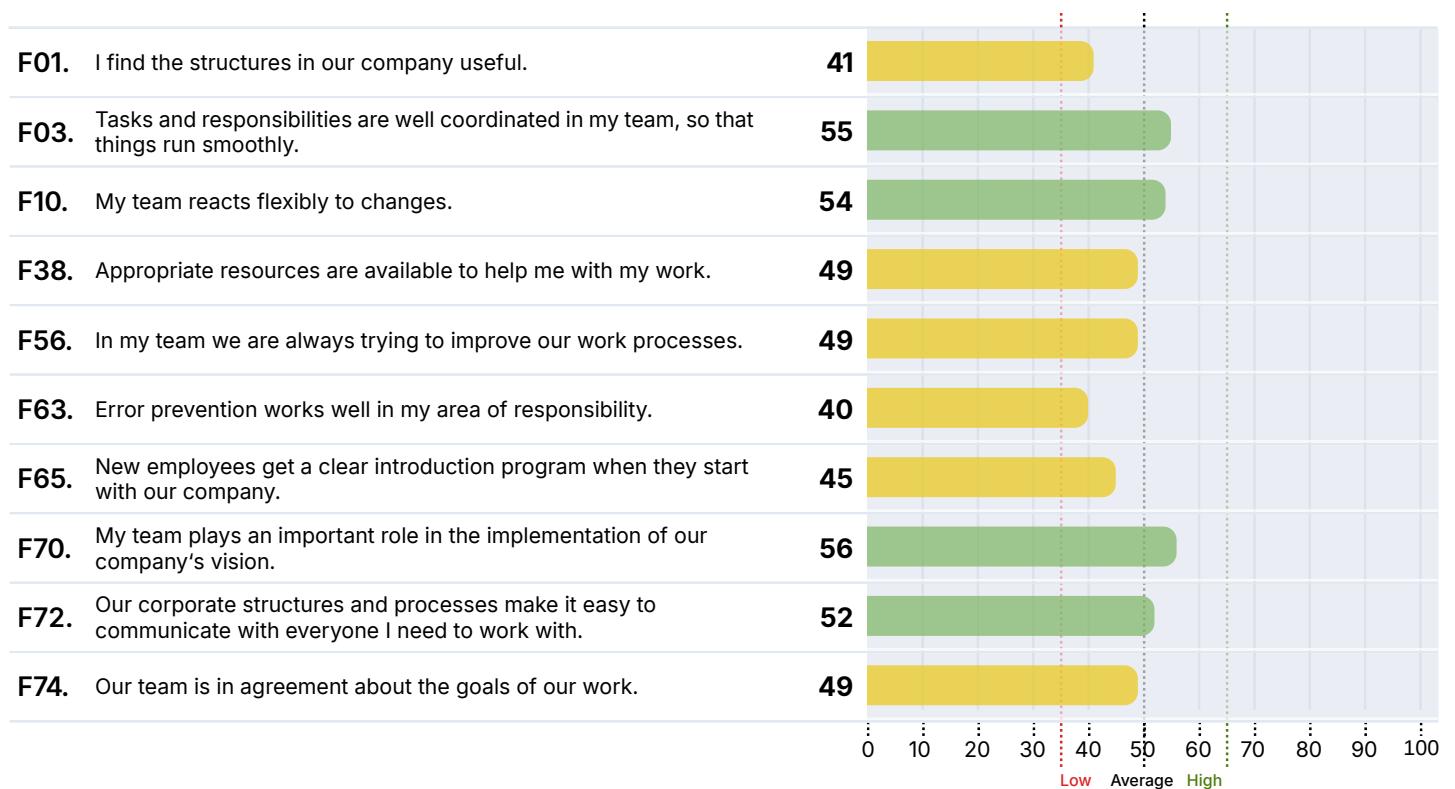
Effective Structures (current profile)

48

The quality feature "Effective Structures" emphasizes the need for clear, functional and flexible organizational structures. These structures should be continuously reviewed and adapted to ensure they are fit for purpose.

Important aspects are consistency with the values, vision and mission of the organization. The structures must be designed to achieve the intended results and comply with organic principles. The training of new managers is also central to ensuring continuous development.

Regular evaluation of the effectiveness of the structures is required to ensure that they support the growth of the organization and can respond flexibly to change. A clear philosophy, defined identity and measurable indicators of success are also crucial. The organization's mission and vision should be integrated into its goals, tasks and actions.



Common values (current profile)

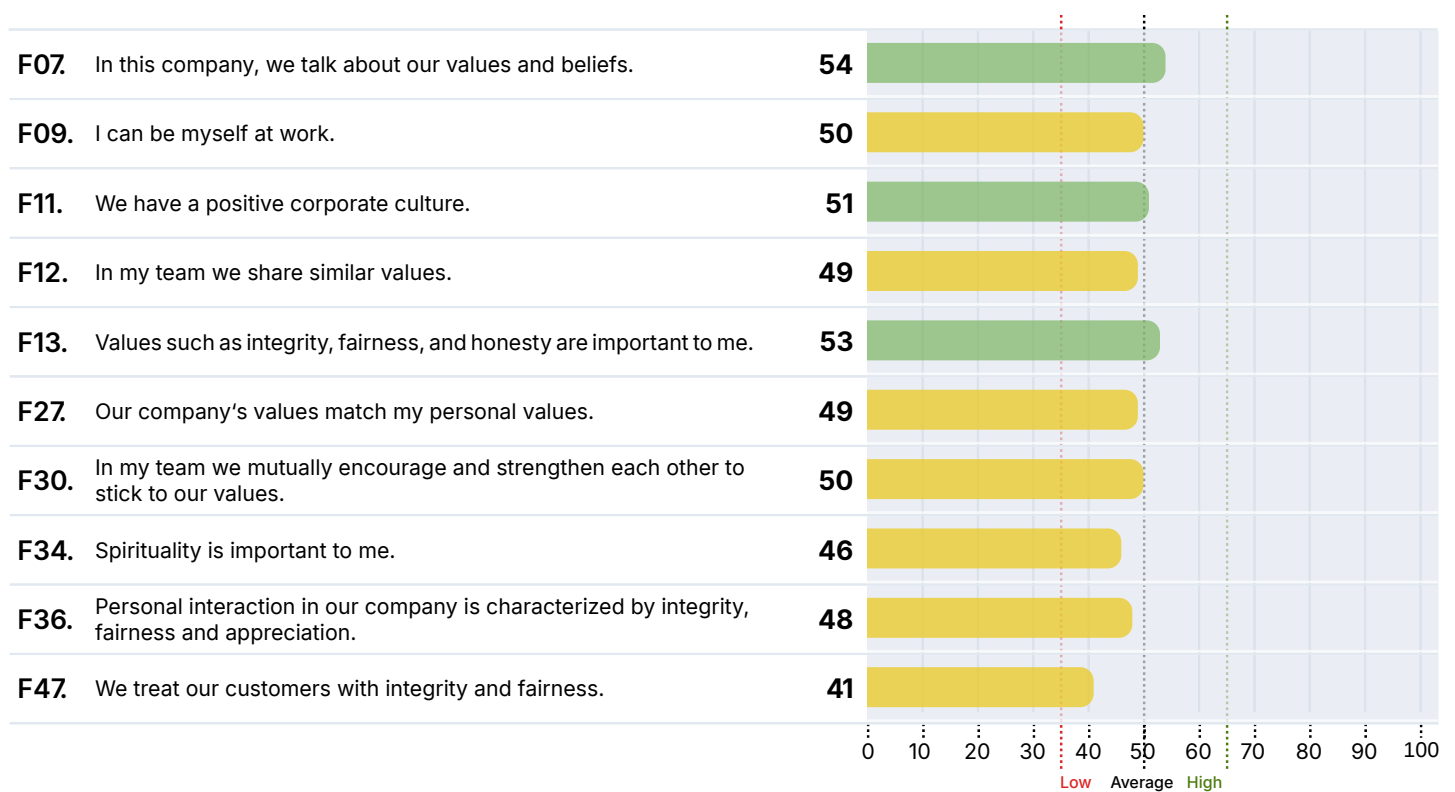
48

The quality characteristic "Common Values" emphasizes the internalization of values by managers and employees. A corporate culture shaped by values is crucial, with managers acting as key players. In times of crisis, the need for qualified, value-oriented leadership becomes apparent.

Managers must embody and communicate corporate values, which has a significant influence on the corporate culture. Values serve as normative guidelines, provide orientation in conflicts and support long-term success. They form the basis for visions, goals and actions in order to ensure a common direction.

Leadership with values requires a realistic assessment of the situation and an inspiring vision of the future. As role models, managers must live change convincingly. Employees should know the values and implement them in their daily actions.

Identification with shared values and their integration into the corporate culture by managers and employees creates a value-based, motivating working atmosphere.



Integrated Teams (current profile)

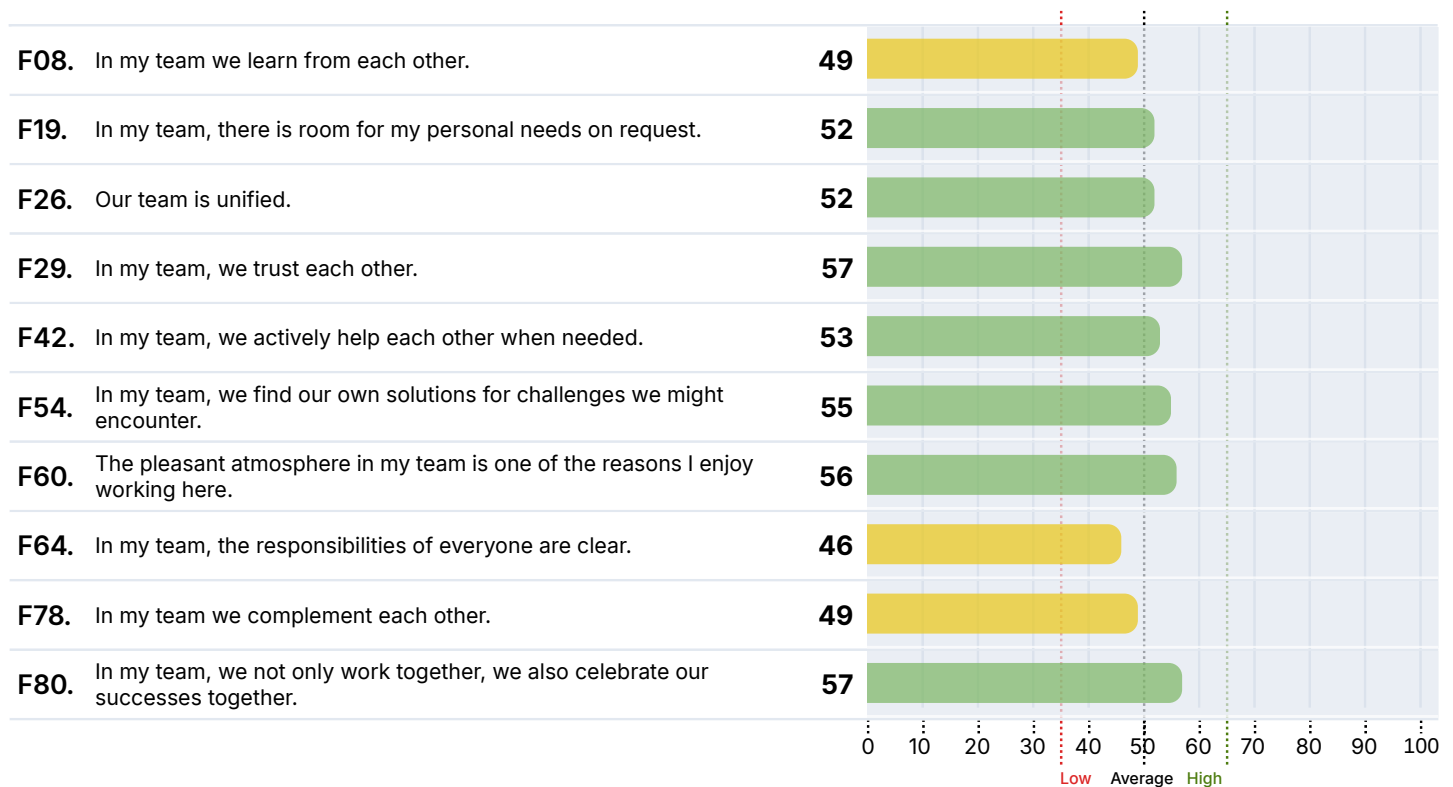
54

The quality feature "Integrated Teams" is crucial for the growth of an organization and promotes agility and innovation. These teams emphasize the personal appreciation of each member and take individual needs into account.

In effective teams, creative problem-solving, mutual inspiration and support as well as balancing weaknesses and maximizing strengths are possible. The performance of these teams is crucial for agile management approaches.

High-performing teams share a clearly defined purpose and have complementary skills. They work for each other and go beyond normal collaboration, with a particular focus on agility.

Agile teams require a clear vision, effective collaboration and consideration of personal and interpersonal aspects. The holistic team structure supports rapid adaptability and enables flexible responses to change.



Customer Oriented Service (current profile)

40

In an age of changing customer demands and intense competition, "Customer-Oriented-Service" is becoming fundamentally important. Nowadays, not only high-quality products are in demand, but also a service that focuses on the individual needs of the customer. Customer orientation is a decisive success factor.

Companies must actively address constantly changing customer demands in order to develop a service-oriented approach. At a time when products and services are often similar, service is becoming a decisive competitive factor. Organizations that offer customer-centric service differentiate themselves in the long term.

Customer-oriented service requires the ability to recognize and respond to individual needs. This requires flexibility and a pronounced customer focus at all levels of the organization.

Important aspects include responding to customer feedback and being involved in adaptation processes, understanding individual customer needs, continuously improving service quality as a common team goal, flexibility in service processes and effective internal communication that ensures that all team members share and live the focus on customer-oriented service.



Trusting Relationships (current profile)

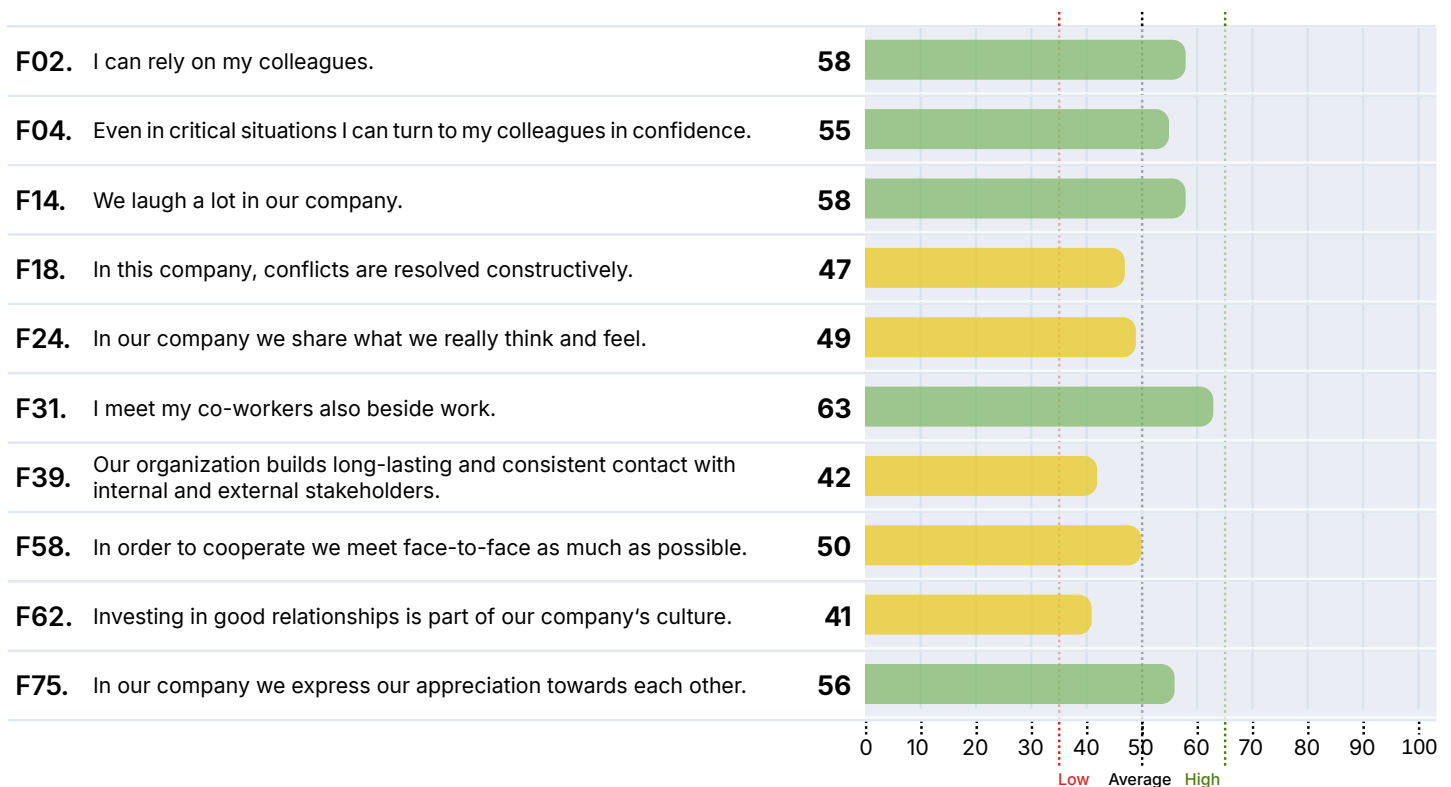
54

In the midst of current challenges and public discussions, the quality feature of "Trusting Relationships" is becoming extremely important. Media reports on cases of abuse and political resignations have shaken trust in institutions. Trust is particularly important in the agile working world, as flexible teams rely on a high level of trust. Trusting relationships are the basis for collaboration in dynamic environments.

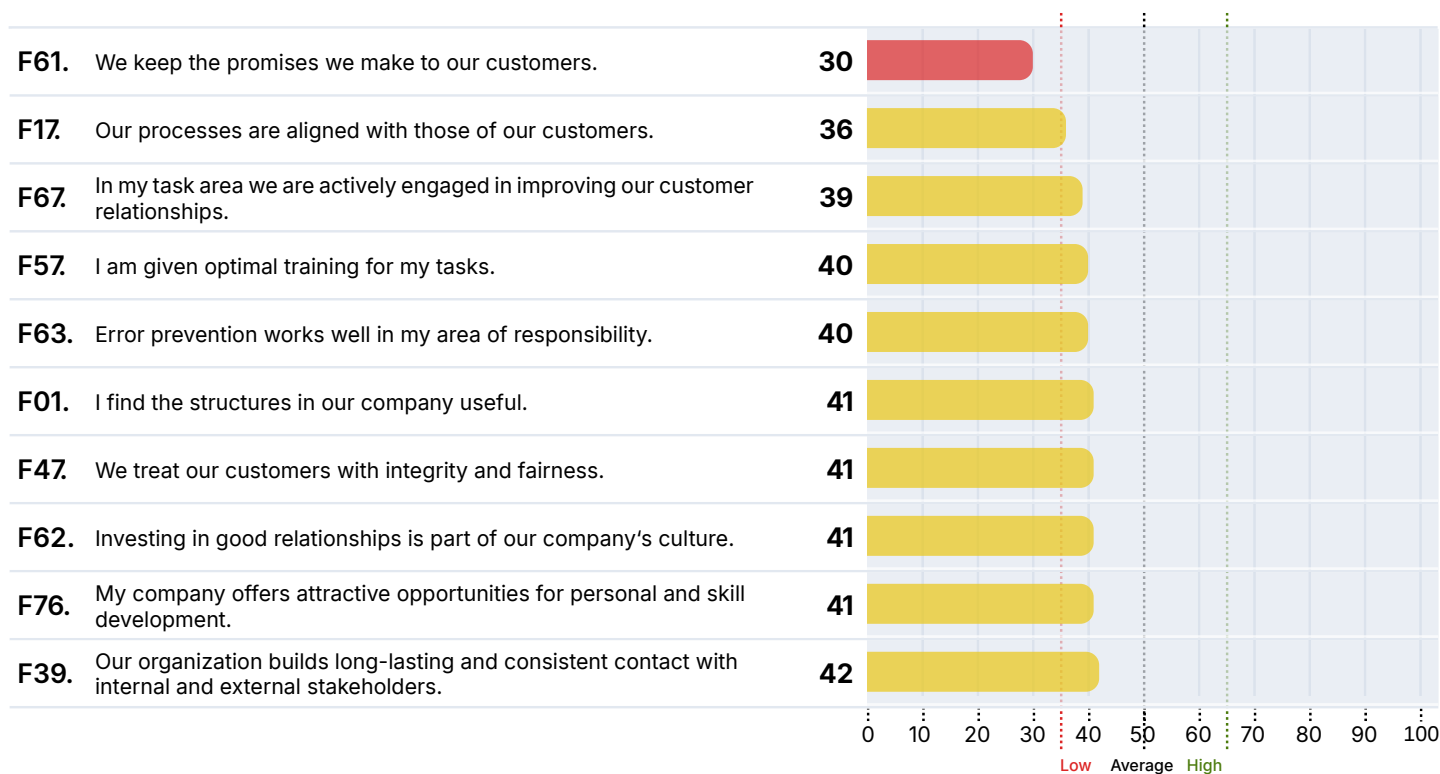
Trust is a key competence for managers that enables fast and effective collaboration in crisis situations. It is considered a decisive economic factor and is essential for the success of organizations. The systematic development of trust is therefore essential.

Friendliness and reliability within the team are crucial for a relationship of trust. Team members must be able to rely on each other, especially in critical situations. A sense of community is strengthened by celebrating successes and leisure activities outside of work.

Open communication and a constructive approach to conflicts promote trust within the team. Open communication, especially in critical situations, is essential. Conflicts should be resolved in order to strengthen the relationship of trust and improve cooperation.



The 10 questions with the lowest rating (current profile)



The 10 questions with the highest rating (current profile)

