
Ground Truth Survey

A leadership–employee survey of the conditions that drive organizational performance

Leadership & Organization Report

Believe in people. Build the conditions. Trust them to deliver.

Harbor Freight Tools (RETAIL TEST)

July 09, 2026

Leadership responses: 2 · Employee responses: 6



Your team's confidentiality is protected. Employees' names are used only to deliver invitations and reminders. No answer is ever connected to a name, and no result is shown for any group of fewer than five people. This isn't a technical limitation — it's a deliberate promise: when people know their answers can't be traced back to them, they tell the truth, and the truth is what makes this report worth reading.

Scores are average agreement on a 1–5 scale (1 = Strongly Disagree, 5 = Strongly Agree), reported directly from your team's responses. The Ground Truth Survey is a new, provisional instrument: there are no external benchmarks or percentile norms yet, so this report makes no claim about how your organization compares to others. Every number here describes what your own people reported — nothing more, and nothing less.

Confidential. Prepared for the leadership team of Harbor Freight Tools (RETAIL TEST). © 2026 FactorFactory.

The Big Picture: Your Three Pillars

The large number on each tile is the **employee-reported average** on the 1–5 agreement scale — what your people say they experience. The smaller number is your leadership team’s self-view of the same conditions, shown for comparison.

HEALTHY CULTURE

Can people tell the truth, trust leadership’s intent, and see values hold up under pressure?

MIXED

Responses cluster around neutral — these conditions exist in pockets but are uneven across the organization.

3.3 / 5 Employee experience
Leadership 3.8
gap 0.5 · blind spot

CLEAR STRATEGY & EXECUTION

Do people know where the organization is going, share that picture, and follow through with discipline?

MIXED

Responses cluster around neutral — these conditions exist in pockets but are uneven across the organization.

3.2 / 5 Employee experience
Leadership 3.6
gap 0.4 · shared view

PRODUCTIVE PRACTICES

Does the work run on sound processes, well-aimed technology, and leadership at every level?

MIXED

Responses cluster around neutral — these conditions exist in pockets but are uneven across the organization.

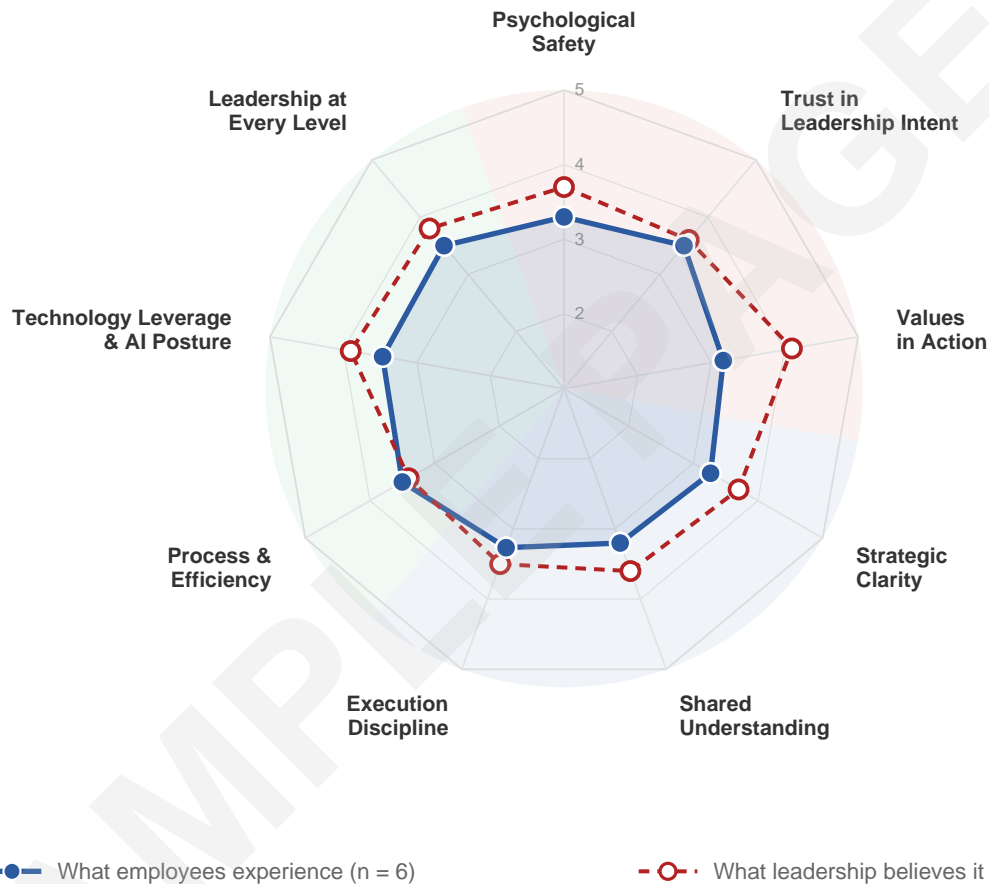
3.5 / 5 Employee experience
Leadership 3.7
gap 0.2 · shared view

Where to start: Healthy Culture. When several conditions need attention, this model says to begin with the earliest weak pillar in the sequence — culture enables strategy, and strategy enables practices. Your lowest pillar in that order is **Healthy Culture**, so that’s where the “Your Starting Point” page focuses. (Rule: lowest employee pillar score; near-ties go to the earlier pillar in the sequence.)

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The Perception Gap

Where the solid line (what employees experience) and the dashed line (what leadership believes it built) pull apart, leadership's intent and your people's reality diverge. Those gaps are this report's most useful signal — not a verdict, but a map of where good work hasn't become visible yet.



Read this chart spoke by spoke, not by overall size. Each point is a separate condition on the same 1–5 scale; the shape is a map, not a score.

The biggest gaps at a glance:

- **Values in Action** — leadership 4.1 vs. employees 3.2 (notable gap, blind spot)