

A Message to Leaders

In today's environment, if you are standing still, you are falling behind. Making the right decisions at the right time is critical. Following through on those decisions is challenging. In a survey of a broad cross section of CEOs, the Malcolm Baldrige Foundation learned that CEOs believed deploying strategy is three times more difficult than developing strategy. If deployment is so challenging, the questions are, Are you making progress? How do you know?

- Are your values, vision, mission, and plans being deployed? How do you know?
- Are they understood and supported by your leadership team? How do you know?
- Are they understood and supported by all members of your workforce? How do you know?
- Are your communications effective? How do you know?
- Is the message being well received? How do you know?

Are We Making Progress? and the companion document, *Are We Making Progress as Leaders?*, are designed to help you know. They provide compatible tools for you to see if your perceptions agree with those of your workforce. They will help you focus your improvement and communication efforts on areas needing the most attention. For organizations that have been using the Baldrige Criteria for Performance Excellence, the questionnaires are conveniently organized by the seven Criteria Categories. For those that have not, these questionnaires identify opportunities for improvement and direct you to more detailed questions in the Criteria. These questions may help you identify some key ideas for making improvements and recognizing opportunities for innovation.

It is never too soon to start improving openness and communication. Ask the members of your workforce their opinions. They will appreciate the opportunity—and the organization will benefit from their responses!

AN ASSESSMENT TOOL FROM THE BALDRIGE NATIONAL QUALITY PROGRAM

... Performance Excellence and Innovation

- This easy-to-use questionnaire can help you assess how your organization is performing and learn what should be improved or changed.
- We encourage you to photocopy it and distribute it to your senior leadership team and to your workforce, including managers, supervisors, and volunteers.
- You can modify the questionnaire to address your specific needs (e.g., add questions, use language specific to your organization).
- You can download an electronic version of the questionnaire from the Baldrige National Quality Program Web site at www.baldrige.nist.gov. There you can also learn about other Program materials, including the Criteria, which are available to you free of charge.



ARE WE MAKING PROGRESS?

Your opinion is important to us. There are 40 statements below. For each statement, check the box that best matches how you feel (strongly disagree, disagree, undecided, agree, strongly agree). How you feel will help us decide where we most need to improve or change. We will not be looking at individual responses but will use the information from our whole group to make decisions. It should take you about 10 to 15 minutes to complete this questionnaire.

Senior leaders, please fill in the following information:

Name of organization or unit being discussed

Note: This refers to what is meant each time the word "organization" is used below.

CATEGORY 1: LEADERSHIP

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1a I know my organization's mission (what it is trying to accomplish).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1b I know my organization's vision (where it is trying to go in the future).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1c My senior (top) leaders use our organization's values to guide us.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1d My senior leaders create a work environment that helps me do my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1e My organization's leaders share information about the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1f My organization asks what I think.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CATEGORY 2: STRATEGIC PLANNING

2a As it plans for the future, my organization asks for my ideas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2b My organization encourages totally new ideas (innovation).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2c I know the parts of my organization's plans that will affect me and my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2d I know how to tell if we are making progress on my work group's part of the plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2e My organization is flexible and can make changes quickly when needed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CATEGORY 3: CUSTOMER AND MARKET FOCUS

Note: Your customers are the people who use the products of your work.

Strongly Disagree Disagree Undecided Agree Strongly Agree

- | | | | | | | |
|-----------|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 3a | I know who my most important customers are. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3b | I regularly ask my customers what they need and want. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3c | I ask if my customers are satisfied or dissatisfied with my work. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3d | I am allowed to make decisions to solve problems for my customers. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3e | I also know who my organization's most important customers are. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

CATEGORY 4: MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

- | | | | | | | |
|-----------|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 4a | I know how to measure the quality of my work. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4b | I can use this information to make changes that will improve my work. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4c | I know how the measures I use in my work fit into the organization's overall measures of improvement. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4d | I get all the important information I need to do my work. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4e | I know how my organization as a whole is doing. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

CATEGORY 5: WORKFORCE FOCUS

- | | | | | | | |
|-----------|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 5a | The people I work with cooperate and work as a team. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5b | My bosses encourage me to develop my job skills so I can advance in my career. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5c | I am recognized for my work. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5d | I have a safe workplace. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5e | My bosses and my organization care about me. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5f | I am committed to my organization's success. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

CATEGORY 6: PROCESS MANAGEMENT

Strongly Disagree Disagree Undecided Agree Strongly Agree

6a	I can get everything I need to do my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6b	We have good processes for doing our work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6c	I have control over my work processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6d	We are prepared to handle an emergency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CATEGORY 7: RESULTS

7a	My work products meet all requirements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7b	My customers are satisfied with my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7c	I know how well my organization is doing financially.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7d	My organization has the right people and skills to do its work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7e	My organization removes things that get in the way of progress.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7f	My organization obeys laws and regulations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7g	My organization practices high standards and ethics.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7h	My organization helps me help my community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7i	My organization is a good place to work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Would you like to give more information about any of your responses? Please include the number of the statement (for example, 2a or 7d) you are discussing.
