ARE WE MAKING PROGRESS?

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 vision, mission, values, and plans being deployed? How do you know?*

- *Are they understood by your leadership team? How do you know?*

- *Are they understood by all employees? 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 employees. 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 Criteria Categories that may help you identify some key ideas for making improvements.

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

AN ASSESSMENT TOOL FROM THE BALDRIGE NATIONAL QUALITY PROGRAM

- This new, easy-to-use questionnaire can help you assess how your organization is performing and learn what can be improved.

- We encourage you to photocopy it and distribute it to your employees, your managers and supervisors, or your senior leadership team.

- You can modify the questionnaire to address your specific needs (e.g., add questions, use language specific to your organization).

- You also can download an electronic version of the questionnaire from the Baldrige National Quality Program Web site at **www.baldrige.nist.gov**. There you may also learn about other Program materials, including the Criteria, that are freely available to you.

ARE WE MAKING PROGRESS?
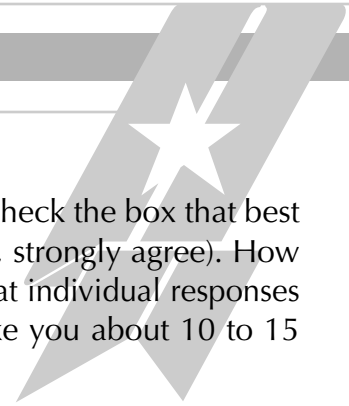
Your opinion is important to us. There are 40 statements below. For each statement, check the box that best matches how you feel (strongly disagree, disagree, neither agree nor disagree, agree, strongly agree). How you feel will help us decide where we most need to improve. We will not be looking at 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

CATEGORY 1: LEADERSHIP

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1a	I know my organization's mission (what it is trying to accomplish).	❑	❑	❑	❑	❑
1b	My senior (top) leaders use our organization's values to guide us.	❑	❑	❑	❑	❑
1c	My senior leaders create a work environment that helps me do my job.	❑	❑	❑	❑	❑
1d	My organization's leaders share information about the organization.	❑	❑	❑	❑	❑
1e	My senior leaders encourage learning that will help me advance in my career.	❑	❑	❑	❑	❑
1f	My organization lets me know what it thinks is most important.	❑	❑	❑	❑	❑
1g	My organization asks what I think.	❑	❑	❑	❑	❑

CATEGORY 2: STRATEGIC PLANNING

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
2a	As it plans for the future, my organization asks for my ideas.	❑	❑	❑	❑	❑
2b	I know the parts of my organization's plans that will affect me and my work.	❑	❑	❑	❑	❑
2c	I know how to tell if we are making progress on my work group's part of the plan.	❑	❑	❑	❑	❑

CATEGORY 3:
CUSTOMER AND MARKET FOCUS

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

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
3a	I know who my most important customers are.	❏	❏	❏	❏	❏
3b	I keep in touch with my customers.	❏	❏	❏	❏	❏
3c	My customers tell me what they need and want.	❏	❏	❏	❏	❏
3d	I ask if my customers are satisfied or dissatisfied with my work.	❏	❏	❏	❏	❏
3e	I am allowed to make decisions to solve problems for my customers.	❏	❏	❏	❏	❏

CATEGORY 4: MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
4a	I know how to measure the quality of my work.	❏	❏	❏	❏	❏
4b	I know how to analyze (review) the quality of my work to see if changes are needed.	❏	❏	❏	❏	❏
4c	I use these analyses for making decisions about my work.	❏	❏	❏	❏	❏
4d	I know how the measures I use in my work fit into the organization's overall measures of improvement.	❏	❏	❏	❏	❏
4e	I get all the important information I need to do my work.	❏	❏	❏	❏	❏
4f	I get the information I need to know about how my organization is doing.	❏	❏	❏	❏	❏

CATEGORY 5: HUMAN RESOURCE FOCUS

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
5a	I can make changes that will improve my work.	❏	❏	❏	❏	❏
5b	The people I work with cooperate and work as a team.	❏	❏	❏	❏	❏
5c	My boss encourages me to develop my job skills so I can advance in my career.	❏	❏	❏	❏	❏
5d	I am recognized for my work.	❏	❏	❏	❏	❏
5e	I have a safe workplace.	❏	❏	❏	❏	❏
5f	My boss and my organization care about me.	❏	❏	❏	❏	❏

CATEGORY 6: PROCESS MANAGEMENT

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
6a	I can get everything I need to do my job.	❑	❑	❑	❑	❑
6b	I collect information (data) about the quality of my work.	❑	❑	❑	❑	❑
6c	We have good processes for doing our work.	❑	❑	❑	❑	❑
6d	I have control over my work processes.	❑	❑	❑	❑	❑

CATEGORY 7: BUSINESS RESULTS

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
7a	My customers are satisfied with my work.	❑	❑	❑	❑	❑
7b	My work products meet all requirements.	❑	❑	❑	❑	❑
7c	I know how well my organization is doing financially.	❑	❑	❑	❑	❑
7d	My organization uses my time and talents well.	❑	❑	❑	❑	❑
7e	My organization removes things that get in the way of progress.	❑	❑	❑	❑	❑
7f	My organization obeys laws and regulations.	❑	❑	❑	❑	❑
7g	My organization has high standards and ethics.	❑	❑	❑	❑	❑
7h	My organization helps me help my community.	❑	❑	❑	❑	❑
7i	I am satisfied with my job.	❑	❑	❑	❑	❑

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.

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