

## 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?* is designed to help you know. It provides a tool for you to see if your perceptions agree with those of your employees. It 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 questionnaire is conveniently organized by the seven Criteria Categories. For those who haven't been using the Baldrige Criteria, turning to those Criteria Categories where this questionnaire identifies opportunities for improvement may help you identify some key ideas for making improvements.

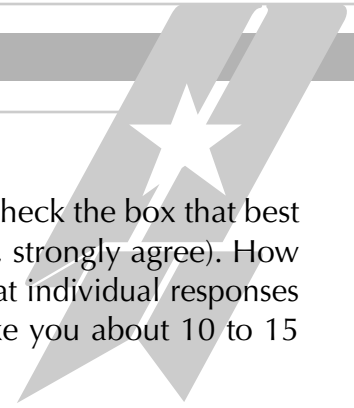
It is never too soon to start improving openness and communication. Ask your employees their opinions. They will appreciate the opportunity—and the organization will benefit from their responses!

### 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](http://www.baldrige.nist.gov).



# 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
<b>1a</b> 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"/>
<b>1b</b> 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"/>
<b>1c</b> 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"/>
<b>1d</b> My organization's leaders share information about the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>1e</b> My senior leaders encourage learning that will help me advance in my career.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>1f</b> My organization lets me know what it thinks is most important.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>1g</b> 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

<b>2a</b> 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"/>
<b>2b</b> 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"/>
<b>2c</b> 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"/>

### 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

- |           |  |                          |                          |                          |                          |                          |
|-----------|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>3a</b> | I know who my most important customers are.                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>3b</b> | I keep in touch with my customers.                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>3c</b> | My customers tell me what they need and want.                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>3d</b> | 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"/> |
| <b>3e</b> | 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"/> |

### CATEGORY 4: MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

- |           |   |                          |                          |                          |                          |                          |
|-----------|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>4a</b> | 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"/> |
| <b>4b</b> | I know how to analyze (review) the quality of my work to see if changes are needed.                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>4c</b> | I use these analyses for making decisions about my work.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>4d</b> | 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"/> |
| <b>4e</b> | 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"/> |
| <b>4f</b> | I get the information I need to know about how my organization is doing.                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

### CATEGORY 5: HUMAN RESOURCE FOCUS

- |           |   |                          |                          |                          |                          |                          |
|-----------|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>5a</b> | I can make changes that will improve my work.                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>5b</b> | 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"/> |
| <b>5c</b> | My boss encourages 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"/> |
| <b>5d</b> | I am recognized for my work.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>5e</b> | I have a safe workplace.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>5f</b> | My boss and my organization care about me.                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

