

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? Would your employees agree? 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 communicated to and 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 As Leaders? and the companion document for employees, *Are We Making Progress?* 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, this questionnaire identifies opportunities for improvement and directs 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 leadership team to complete this sample questionnaire. It will challenge you to address issues critical to your organization's success.

AN ASSESSMENT TOOL FROM THE BALDRIGE NATIONAL QUALITY PROGRAM

- This new, easy-to-use questionnaire, which is designed to reveal your leadership's perspective, can help you assess how you are performing and learn what can be improved.
- We encourage you to photocopy it and distribute it to your 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 AS LEADERS?

Your perceptions as a leader are important to our organization. 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 also have the opportunity to compare the perceptions of our leadership team with those of our employees to see if there are differences (using the *Are We Making Progress?* questionnaire). We will not be looking at individual responses but will use the information from our whole leadership team to make decisions. It should take you about 10 to 15 minutes to complete this questionnaire.

Name of organization or unit being discussed

CATEGORY 1: LEADERSHIP

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1a Our employees know our organization's mission (what we are trying to accomplish).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1b Our leadership team uses our organization's values to guide our organization and employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1c Our leadership team creates a work environment that helps our employees do their jobs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1d Our leadership team shares information about the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1e Our leadership team encourages learning that will help all our employees advance in their careers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1f Our leadership team lets our employees know what we think is most important.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1g Our leadership team asks employees what they think.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CATEGORY 2: STRATEGIC PLANNING

2a As our leadership team plans for the future, we ask our employees for their ideas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2b Our employees know the parts of our organization's plans that will affect them and their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2c Our employees know how to tell if they are making progress on their 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 employees' customers are the people who use the products of their personal work.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
3a Our employees know who their most important customers are.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3b Our employees keep in touch with their customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3c Their customers tell our employees what they need and want.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3d Our employees ask if their customers are satisfied or dissatisfied with their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3e Our employees are allowed to make decisions to solve problems for their customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CATEGORY 4: MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

4a Our employees know how to measure the quality of their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4b Our employees know how to analyze (review) the quality of their work to see if changes are needed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4c Our employees use these analyses for making decisions about their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4d Our employees know how the measures they use in their work fit into our organization's overall measures of improvement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4e Our employees get all the important information they need to do their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4f Our employees get the information they need to know how our organization is doing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CATEGORY 5: HUMAN RESOURCE FOCUS

5a Our employees can make changes that will improve their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5b Our employees cooperate and work as a team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5c We encourage and enable our employees to develop their job skills so they can advance their careers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5d Our employees are recognized for their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5e Our employees have a safe workplace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5f Our managers and our organization care about our employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CATEGORY 6: PROCESS MANAGEMENT

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
6a Our employees can get everything they need to do their jobs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6b Our employees collect information (data) about the quality of their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6c Our organization has good processes for doing our work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6d Our employees have control over their personal work processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CATEGORY 7: BUSINESS RESULTS

7a Our employees' customers are satisfied with their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7b Our employees' work products meet all requirements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7c Our employees know how well our organization is doing financially.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7d Our organization uses our employees' time and talents well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7e Our 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 Our organization obeys laws and regulations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7g Our organization has high standards and ethics.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7h Our organization helps our employees help their community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7i Our employees are satisfied with their jobs.	<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.
