



# BALDRIGE EXCELLENCE BUILDER®

Key questions for improving your  
organization's performance

business  
nonprofit  
government  
education  
health care

LEADERSHIP

STRATEGY

CUSTOMERS

MEASUREMENT, ANALYSIS, AND  
KNOWLEDGE MANAGEMENT

WORKFORCE

OPERATIONS

RESULTS

2023  
2024



# Improve Your Performance

The *Baldrige Excellence Builder*® self-assessment helps you identify and improve what is critical to your organization's success. By completing and acting on this assessment, you will be better positioned to accomplish your mission, improve your results, and become more competitive.

The *Baldrige Excellence Builder* is based on the more detailed Baldrige Excellence Framework® and its Criteria for Performance Excellence®.

## Here's what the Baldrige Excellence Framework® can do for you.

### City Government

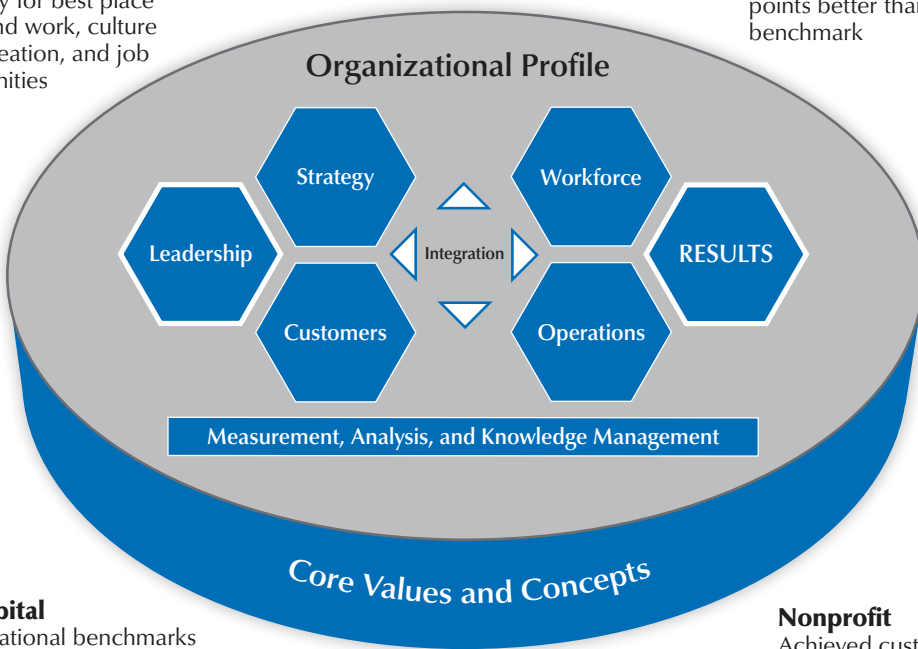
Rated in top 10% of cities nationally for best place to live and work, culture and recreation, and job opportunities

### Manufacturer

Achieved annual cost savings of \$225 million through process and performance improvements

### Small Business

Increased total gross profit by 13% over 3 years, 8.4 points better than the national benchmark



### Hospital

Set national benchmarks for patient safety

### Community College

Outperformed local and national peers by more than 200% in growth rate for completion of associate degrees and certificates

### Nonprofit

Achieved customer satisfaction of 100%

## Purchase the Baldrige Excellence Framework® Today!

[www.nist.gov/baldrige/publications](http://www.nist.gov/baldrige/publications)



The Baldrige Program thanks the Baldrige Foundation and members of the Mac Baldrige Society for supporting the program's mission.





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*I have always envisioned Stellar to be a company that is built to last. ... And if you ask how we can ensure that we are built to last, I would say the answer is Baldrige. ... Unlike many other certifications or performance excellence measures, it is not prescriptive—it is adaptable to any organization, at any point on its journey to excellence.*

—Celeste Ford, Founder, Baldrige Award recipient  
*Stellar Solutions*



# About the Baldrige Excellence Builder

*Is your organization doing as well as it needs to? How do you know?  
What and how should your organization improve or change?*

Whether your organization is new, is growing, or has existed for many years, it faces daily and long-term challenges. It also has strengths that have served you well so far. The *Baldrige Excellence Builder* helps you assess your organization's strengths and opportunities for improvement. By completing and acting on this assessment, you will be better positioned to accomplish your mission, improve your results, and become more competitive.

The *Baldrige Excellence Builder* is based on the more detailed *Baldrige Excellence Framework* and its Criteria for Performance Excellence. For more than 32 years, Baldrige has been globally recognized as the leading edge of validated leadership and performance practice. Baldrige is a nonprescriptive framework that empowers your organization to reach its goals, improve results, and become more competitive. The Core Values and Concepts (see page 4), a set of beliefs and behaviors found in high-performing organizations, are the foundation of this framework.

## A Focus on Improvement

The *Baldrige Excellence Builder* helps you understand how well you are achieving your goals and objectives:

- Are your processes consistently effective?
- Do your approaches address your organization's needs?
- How good are your results?
- Is your organization learning, innovating, and improving?

As you answer the *Baldrige Excellence Builder* questions and assess your responses, you will identify strengths and opportunities for improvement. Then, as you build on your strengths and address your opportunities, you create cycles of improvement within your organization.

## A Systems Perspective

A systems perspective means managing all the components of your organization as a unified whole to achieve your mission, ongoing success, and performance excellence. It means ensuring that your plans, processes, measures, and actions are consistent. And it means ensuring that the individual parts of your organization's management system work together in a fully interconnected, unified, and mutually beneficial manner.

# How to Use the Baldrige Excellence Builder

**Answer the Organizational Profile questions.** The *Baldrige Excellence Builder* does not prescribe how you should structure your organization or its operations, or what its mission and goals should be. In the Organizational Profile (pages 5–6), you define what is most relevant and important to your organization’s mission and performance.

The Organizational Profile sets the context for your answers to the rest of the questions. It can also serve as your first Baldrige self-assessment: if you identify topics for which you have conflicting, little, or no information, you can use those topics for action planning.

**Answer the questions in categories 1–7 (pages 7–14).** Your answers to these questions are an assessment against the most important features of organizational excellence. The categories represent seven critical aspects of managing and performing as an organization: (1) Leadership; (2) Strategy; (3) Customers; (4) Measurement, Analysis, and Knowledge Management; (5) Workforce; (6) Operations; and (7) Results.

Categories 1–6 (pages 7–12) each consist of two items (e.g., 1.1, 1.2), with many of the questions beginning with “how.” In answering these questions, give information on your key processes:

- *Approach:* How do you accomplish your organization’s work? How systematic and effective are your key approaches?
- *Deployment:* How consistently are your key approaches used in relevant parts of your organization?
- *Learning:* How well have you evaluated and improved your key approaches? Have improvements been shared within your organization? Has new knowledge led to innovation?
- *Integration:* How well do your approaches reflect your current and future organizational needs?

For the five items in category 7 (pages 13–14), report on the results that are the most important to your organization’s success:

- *Levels:* What is your current performance?
- *Trends:* Are the results improving, staying the same, or getting worse?
- *Comparisons:* How does your performance compare with that of other organizations and competitors, or with benchmarks or industry leaders?
- *Integration:* Are you tracking results that are important to your organization? Are you using the results in decision making?

**Assess your answers: process and results.** Use the rubric on pages 15–16 to assess your answers to the questions in each item. Identify your strengths. Then look at the next higher level to see what you might improve.

**Prioritize your actions.** Celebrate your strengths and build on them to improve the things you do well. Sharing the things you do well with the rest of your organization can speed improvement. Also prioritize your opportunities for improvement; you cannot do everything at once. Think about what is most important for your organization at this time, and decide what to work on first. Develop an action plan, implement it, and measure your progress.

After you use the *Baldrige Excellence Builder*, please email us at [baldrige@nist.gov](mailto:baldrige@nist.gov) to tell us about your experience.



# Core Values and Concepts

*The Baldrige Excellence Framework and Baldrige Excellence Builder are based on these core values and concepts found in high-performing organizations.*

**Systems perspective.** A systems perspective means managing all the parts of your organization as a unified whole to achieve your mission and strive toward your vision.

**Visionary leadership.** Your organization's senior leaders set a vision for the organization, create a customer focus, demonstrate clear and visible organizational values and ethics, and set high expectations for the workforce.

**Customer-focused excellence.** Your organization must consider all product and/or service features and characteristics, all modes of customer access and support, and all organizational values and behaviors that contribute to value for your customers.

**Valuing people.** An organization's success depends on an engaged workforce that benefits from meaningful work, clear organizational direction, the opportunity to learn, and accountability for performance. The successful organization has a culture of equity and inclusion that capitalizes on the diverse backgrounds and characteristics, knowledge, skills, creativity, and motivation of its workforce, partners, and collaborators.

**Agility and resilience.** Agility requires a capacity for rapid change and for flexibility in operations. Organizational resilience is the ability to anticipate, prepare for, and recover from disasters, emergencies, and other disruptions, and—when disruptions occur—to protect and enhance workforce and customer engagement, supply-network and financial performance, organizational productivity, and community well-being.

**Organizational learning.** Organizational learning includes both continuous improvement of existing approaches and significant change or innovation, leading to new goals, approaches, products and/or services, and markets.

**Focus on success and innovation.** Ensuring your organization's success now and in the future requires understanding of the short- and longer-term factors that affect your organization and its environment. It also requires the ability to drive organizational innovation.

**Management by fact.** Management by fact requires you to measure and analyze your organization's performance, both inside the organization and in your competitive environment.

**Societal contributions.** Your organization's leaders should stress contributions to the public and the consideration of societal well-being and benefit. Your leaders should be role models for your organization and its workforce in the protection of public health, safety, and the environment.

**Ethics and transparency.** Your organization should stress ethical behavior in all stakeholder transactions and interactions. Senior leaders should be role models of ethical behavior and make their expectations of the workforce very clear.

**Delivering value and results.** Your organization should choose and analyze results that help you deliver and balance value for your key stakeholders. Thus, results need to include not just financial results, but also product and/or service and process results; customer and workforce satisfaction and engagement results; and leadership, strategy, and societal performance.



# Baldrige Excellence Builder

*The Baldrige Excellence Builder includes questions on the most important features of organizational excellence, starting with a full Organizational Profile. For a more comprehensive set of questions, see the Baldrige Excellence Framework booklet (business/nonprofit, education, or health care).*

## **P** Organizational Profile

### **P.1 Organizational Description: What are your key organizational characteristics?**

#### **a. Organizational Environment**

- (1) **Product and/or Service Offerings** What are your main products and/or services? What is the relative importance (including percentage of revenue/budget) of each product or service to your success? What are the delivery methods for these products and/or services?
- (2) **MISSION, VISION, VALUES, and CULTURE** What are your MISSION, VISION, and VALUES? What are the defining characteristics of your organizational CULTURE? What are your organization's CORE COMPETENCIES, and what is their relationship to your MISSION and VISION?
- (3) **WORKFORCE Profile** What is your WORKFORCE profile? What are your WORKFORCE or employee groups and SEGMENTS and the KEY engagement drivers for each? What KEY changes are you experiencing in your WORKFORCE CAPABILITY, CAPACITY, and composition?
- (4) **Assets** What are your major assets, such as facilities, equipment, technologies, and intellectual property?
- (5) **Regulatory Environment** What are your KEY applicable regulations, and accreditation, certification, or registration requirements?

#### **b. Organizational Relationships**

- (1) **Organizational Structure** What are your organizational leadership and GOVERNANCE structures? What are the KEY components of your organization's LEADERSHIP SYSTEM? What are the reporting relationships among your GOVERNANCE SYSTEM, SENIOR LEADERS, and parent organization, as appropriate?

*(Continued on the next page)*

- (2) **CUSTOMERS\* and STAKEHOLDERS** What are your KEY market SEGMENTS, CUSTOMER groups, and STAKEHOLDER groups, as appropriate? What are their KEY requirements and expectations for your products and/or services, CUSTOMER support services, and operations, including any differences among the groups?
- (3) **Suppliers, PARTNERS, and COLLABORATORS** What are your KEY types of suppliers, PARTNERS, and COLLABORATORS? What role do they play in producing and delivering your KEY products and/or services and CUSTOMER support services? What role do they play in contributing and implementing INNOVATIONS in your organization? What are your KEY supply-network requirements?

## P.2 Organizational Situation: What is your organization’s strategic situation?

### a. Competitive Environment

- (1) **Competitive Position** What are your size, share, and growth in your industry or the markets you serve? How many and what types of competitors do you have? What differentiates you from them?
- (2) **Competitiveness Changes** What KEY changes, if any, are affecting your competitive situation, including changes that create opportunities for collaboration and INNOVATION, as appropriate?
- (3) **Comparative Data** What KEY sources of comparative and competitive data are available from within your industry? What KEY sources of comparative data are available from outside your industry? What limitations, if any, affect your ability to obtain or use these data?

### b. Strategic Context

What are your KEY STRATEGIC CHALLENGES, threats, ADVANTAGES, and opportunities?

### c. PERFORMANCE Improvement SYSTEM

What is your overall SYSTEM for PERFORMANCE improvement? What KEY tools and methods are used as part of this SYSTEM?

*Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 17–19).*

\* For health care organizations, “customers” are the direct recipients of the health care services you provide (e.g., patients and families).

For education organizations, “customers” are the users of your educational programs and services (e.g., students and parents).

See [www.nist.gov/baldrige/publications](http://www.nist.gov/baldrige/publications) for Baldrige frameworks tailored to the health care and education sectors.



# 1 Leadership

## 1.1 Senior Leadership: How do your senior leaders lead the organization?

- (1) How do SENIOR LEADERS set and DEPLOY your organization's MISSION, VISION, and VALUES?
- (2) How do SENIOR LEADERS' personal actions demonstrate their commitment to legal and ETHICAL BEHAVIOR?
- (3) How do SENIOR LEADERS communicate with and engage the entire WORKFORCE, KEY PARTNERS, and KEY CUSTOMERS?
- (4) How do SENIOR LEADERS create an environment for success now and in the future?
- (5) How do SENIOR LEADERS create a focus on action to achieve the organization's MISSION and VISION?

## 1.2 Governance and Societal Contributions: How do you govern your organization and make societal contributions?

- (1) How does your organization ensure responsible GOVERNANCE?
- (2) How do you evaluate the PERFORMANCE of your SENIOR LEADERS and your GOVERNANCE SYSTEM?
- (3) How does your GOVERNANCE SYSTEM review the organization's PERFORMANCE?
- (4) How do you address current and anticipated future legal, regulatory, and community concerns with your products and/or services, and operations?
- (5) How do you require and foster ETHICAL BEHAVIOR in all interactions?
- (6) How do you incorporate societal well-being and benefit into your strategy and daily operations?
- (7) How do you actively support and strengthen your KEY communities?

*Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 17-19).*

## 2 Strategy

### 2.1 Strategy Development: How do you develop your strategy?

- (1) How do you conduct your strategic planning?
- (2) How do you collect and analyze relevant data and develop information for use in your strategic planning PROCESS?
- (3) How do you identify strategic opportunities and stimulate INNOVATION?
- (4) How do you decide which KEY PROCESSES will be accomplished by your WORKFORCE and which by external suppliers, PARTNERS, and COLLABORATORS?
- (5) What are your organization's KEY STRATEGIC OBJECTIVES and their most important related GOALS?
- (6) How do your STRATEGIC OBJECTIVES achieve balance among varying and competing organizational needs?

### 2.2 Strategy Implementation: How do you implement your strategy?

- (1) How do you develop your ACTION PLANS?
- (2) How do you DEPLOY your ACTION PLANS?
- (3) How do you ensure that financial and other resources are available to support the achievement of your ACTION PLANS while you meet current obligations?
- (4) What are your KEY WORKFORCE plans to support your STRATEGIC OBJECTIVES and ACTION PLANS?
- (5) What KEY PERFORMANCE MEASURES OR INDICATORS do you use to track the achievement and EFFECTIVENESS of your ACTION PLANS?
- (6) For these KEY PERFORMANCE MEASURES OR INDICATORS, what are your PERFORMANCE PROJECTIONS for your short- and longer-term planning horizons?
- (7) How do you recognize and respond when circumstances require a shift in ACTION PLANS and rapid execution of new plans?

*Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 17-19).*

## 3 Customers

### 3.1 Customer Expectations: How do you listen to your customers and determine products and/or services to meet their needs?

- (1) How do you listen to, interact with, and observe CUSTOMERS\* to obtain actionable information?
- (2) How do you listen to potential CUSTOMERS to obtain actionable data and information?
- (3) How do you determine your CUSTOMER groups and market SEGMENTS?
- (4) How do you determine product and/or service offerings?

### 3.2 Customer Engagement: How do you build relationships and enhance the customer experience?

- (1) How do you acquire and retain CUSTOMERS by building and managing relationships?
- (2) How do you enable CUSTOMERS to do business with you, seek information, and obtain support?
- (3) How do you manage CUSTOMER complaints?
- (4) How do your CUSTOMER experience PROCESSES promote and ensure fair treatment for different CUSTOMERS, CUSTOMER groups, and market SEGMENTS?
- (5) How do you determine CUSTOMER satisfaction, dissatisfaction, and ENGAGEMENT?

*Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 17–19).*

\* For health care organizations, “customers” are the direct recipients of the health care services you provide (e.g., patients and families).

For education organizations, “customers” are the users of your educational programs and services (e.g., students and parents).

## 4 Measurement, Analysis, and Knowledge Management

### 4.1 Measurement, Analysis, Review, and Improvement of Organizational Performance: How do you measure, analyze, review, and improve organizational performance?

- (1) How do you track data and information on daily operations and overall organizational PERFORMANCE?
- (2) How do you select comparative data and information to support fact-based decision making?
- (3) How do you analyze and review your organization's PERFORMANCE and capabilities?
- (4) How do you use the findings from your PERFORMANCE reviews to develop priorities for continuous improvement and opportunities for INNOVATION?

### 4.2 Information and Knowledge Management: How do you manage your information and your organizational knowledge assets?

- (1) How do you verify and ensure the quality of organizational data and information?
- (2) How do you ensure the availability of organizational data and information?
- (3) How do you secure sensitive or privileged data and information, information technology assets, and Internet-enabled SYSTEMS?
- (4) How do you build and manage organizational knowledge?
- (5) How do you identify and share best practices in your organization?
- (6) How do you determine which opportunities for INNOVATION to pursue?

*Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 17–19).*

## 5 Workforce

### 5.1 Workforce Environment: How do you build an effective and supportive workforce environment?

- (1) How do you assess your WORKFORCE CAPABILITY and CAPACITY needs?
- (2) How do you recruit, hire, and onboard new WORKFORCE members?
- (3) How do you prepare your WORKFORCE for changing CAPABILITY and CAPACITY needs?
- (4) How do you organize and manage your WORKFORCE?
- (5) How do you address workplace health and accessibility for the WORKFORCE?
- (6) How do you support your WORKFORCE via compensation and benefits?

### 5.2 Workforce Engagement: How do you engage your workforce for retention and high performance?

- (1) How do you determine the KEY drivers of WORKFORCE ENGAGEMENT?
- (2) How do you assess WORKFORCE ENGAGEMENT?
- (3) How do you foster an organizational CULTURE that is characterized by open communication, HIGH PERFORMANCE, and an engaged WORKFORCE?
- (4) How does your WORKFORCE PERFORMANCE management SYSTEM support HIGH PERFORMANCE?
- (5) How does your LEARNING and development SYSTEM support the personal development of WORKFORCE members and your organization's needs?
- (6) How do you manage career development for your WORKFORCE and your future leaders?
- (7) How do you ensure that your PERFORMANCE management, PERFORMANCE development, and career development PROCESSES promote equity and inclusion for a diverse WORKFORCE and different WORKFORCE groups and SEGMENTS?

*Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 17-19).*

## 6 Operations

### 6.1 Work Processes: How do you design, manage, and improve your key products and/or services and work processes?

- (1) How do you determine your KEY product and/or service requirements?
- (2) How do you design your products and/or services to meet these KEY requirements?
- (3) How do you determine your KEY WORK PROCESS and support PROCESS requirements?
- (4) How do you design your KEY WORK PROCESSES and support PROCESSES to meet your KEY requirements?
- (5) How does your day-to-day operation of your KEY WORK PROCESSES and support PROCESSES ensure that they meet your KEY PROCESS requirements?
- (6) How do you improve your KEY WORK PROCESSES and support PROCESSES to improve product and/or service and PROCESS PERFORMANCE?

### 6.2 Operational Effectiveness: How do you ensure effective management of your operations?

- (1) How do you manage the cost, efficiency, and EFFECTIVENESS of your operations?
- (2) How do you manage your supply network?
- (3) How do you provide a safe operating environment for your WORKFORCE and other people in your workplace?
- (4) How do you ensure that your organization can anticipate, prepare for, and recover from disasters, emergencies, and other disruptions?
- (5) What is your organization's overall APPROACH to risk management?

*Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 17-19).*

## 7 Results

### 7.1 Product and Process Results: What are your product and/or service and process performance results?

- (1) What are your RESULTS for your products and/or services?
- (2) What are your PROCESS EFFECTIVENESS and efficiency RESULTS?
- (3) What are your safety and emergency preparedness RESULTS?
- (4) What are your supply-network management RESULTS?

### 7.2 Customer Results: What are your customer-focused performance results?

- (1) What are your CUSTOMER satisfaction and dissatisfaction RESULTS?
- (2) What are your CUSTOMER ENGAGEMENT RESULTS?

### 7.3 Workforce Results: What are your workforce-focused performance results?

- (1) What are your WORKFORCE CAPABILITY and CAPACITY RESULTS?
- (2) What are your RESULTS for workplace health and for WORKFORCE compensation and benefits?
- (3) What are your WORKFORCE ENGAGEMENT RESULTS?
- (4) What are your WORKFORCE and leader development RESULTS?

*(Continued on the next page)*

## **7.4 Leadership and Governance Results: What are your senior leadership and governance results?**

- (1) What are your RESULTS for SENIOR LEADERS' communication and engagement with the WORKFORCE, PARTNERS, and CUSTOMERS?
- (2) What are your RESULTS for GOVERNANCE accountability?
- (3) What are your legal and regulatory RESULTS?
- (4) What are your RESULTS for ETHICAL BEHAVIOR?
- (5) What are your RESULTS for societal well-being and support of your KEY communities?

## **7.5 Financial, Marketplace, and Strategy Results: What are your results for financial and marketplace performance and strategy implementation?**

- (1) What are your financial PERFORMANCE RESULTS?
- (2) What are your marketplace PERFORMANCE RESULTS?
- (3) What are your RESULTS for the achievement of your organizational strategy?

*Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 17-19).*





# Assessing Your Responses

*For scoring guidelines, see the Baldrige Excellence Framework booklet (business/nonprofit, education, or health care).*

## Assessing Processes

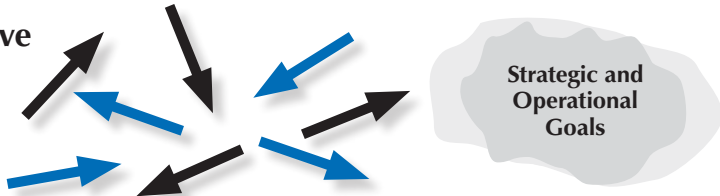
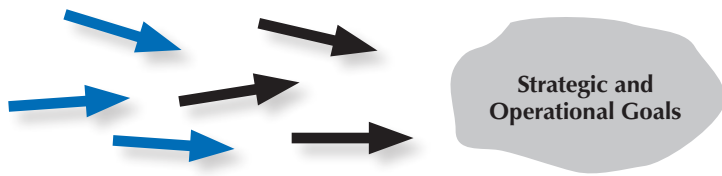
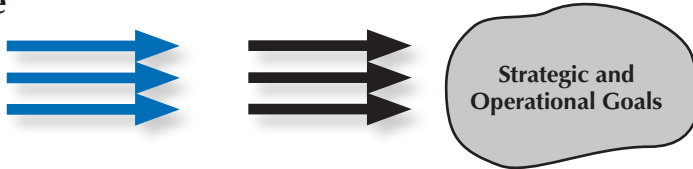
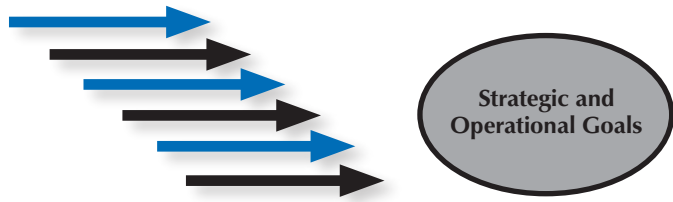
Processes are the methods your organization uses and improves to do its work. The four factors used to evaluate processes are approach, deployment, learning, and integration (see page 3).

For process items (those in categories 1–6), read the process scoring rubric on page 16. For each item, assign one of the descriptors (reactive, early, mature, or role model) based on a holistic assessment of your processes.

## Assessing Results

Results are the outputs and outcomes your organization achieves. The four factors used to evaluate results are levels, trends, comparisons, and integration (see page 3).

For results items (7.1–7.5), read the results scoring rubric on page 16. For each item, assign one of the descriptors based on a holistic assessment of your overall performance.

DESCRIPTOR	PROCESS	RESULTS
<p><b>Reactive</b></p> 	<ul style="list-style-type: none"> <li>Operations are characterized by activities rather than by processes, and they are largely responsive to immediate needs or problems. Goals are poorly defined.</li> </ul>	<ul style="list-style-type: none"> <li>Results that are important to the organization's ongoing success are missing, not used, or randomly reported.</li> </ul>
<p><b>Early</b></p> 	<ul style="list-style-type: none"> <li>The organization is beginning to carry out operations with repeatable processes, evaluation, and improvement, and there is some early coordination among organizational units. Strategy and quantitative goals are being defined.</li> </ul>	<ul style="list-style-type: none"> <li>Results that are important to the organization's ongoing success are reported, tracked over time, and improving.</li> </ul>
<p><b>Mature</b></p> 	<ul style="list-style-type: none"> <li>Operations are characterized by repeatable processes that are regularly evaluated for improvement. Learnings are shared, and there is coordination among organizational units. Processes address key strategies and goals.</li> </ul>	<ul style="list-style-type: none"> <li>Results that are important to the organization's ongoing success are trending in the right direction and doing well relative to competitors or other relevant organizations.</li> </ul>
<p><b>Role Model</b></p> 	<ul style="list-style-type: none"> <li>Operations are characterized by repeatable processes that are regularly evaluated for change and improvement in collaboration with other affected units. The organization seeks and achieves efficiencies across units through analysis, innovation, and the sharing of information and knowledge. Processes and measures track progress on key strategic and operational goals.</li> </ul>	<ul style="list-style-type: none"> <li>The full array of results that are important to the organization's ongoing success are reported and trended over time, indicating top performance relative to other organizations.</li> </ul>



# Glossary of Key Terms

*The terms below are those in SMALL CAPS in the Baldrige Excellence Builder, as well as terms relating to the scoring rubric. For additional definitions and examples, see the Baldrige Excellence Framework booklet (business/nonprofit, education, or health care).*

**ACTION PLANS.** Specific actions that your organization takes to reach its strategic objectives. These plans specify the resources committed to and the time horizons for accomplishing the plans.

See also STRATEGIC OBJECTIVES.

**ALIGNMENT.** A state of consistency among plans, processes, information, resource decisions, workforce capability and capacity, actions, results, and analyses that support key organization-wide goals.

See also INTEGRATION.

**AGILITY.** A capacity for rapid change and flexibility in operations.

**APPROACH.** The methods your organization uses to carry out its processes.

**COLLABORATORS.** Organizations or individuals who cooperate with your organization to support a particular activity or event or who cooperate intermittently when their short-term goals are aligned with or are the same as yours.

See also PARTNERS.

**CORE COMPETENCIES.** Your organization's areas of greatest expertise; those strategically important, possibly specialized capabilities that are central to fulfilling your mission or that provide an advantage in your marketplace or service environment.

**CULTURE.** The shared beliefs, norms, and values that characterize your workforce and are demonstrated within your organization.

See also ETHICAL BEHAVIOR and VALUES.

**CUSTOMER.** An actual or potential user of your organization's products, programs, or services.

See also STAKEHOLDERS.

**CUSTOMER ENGAGEMENT.** Your customers' investment in or commitment to your brand and product and/or service offerings.

**DEPLOYMENT.** The extent to which your organization applies an approach in relevant work units throughout your organization.

**EFFECTIVE.** How well a process or a measure addresses its intended purpose.

**ETHICAL BEHAVIOR.** The actions your organization takes to ensure that all its decisions, actions, and stakeholder interactions conform to its moral and professional principles of conduct. These principles should support all applicable laws and regulations and are the foundation for your organization's culture and values.

**GOALS.** Future conditions or performance levels that your organization intends or desires to attain.

See also PERFORMANCE PROJECTIONS.

**GOVERNANCE.** The system of management and controls exercised in the stewardship of your organization.

**HIGH PERFORMANCE.** Ever-higher levels of overall organizational and individual performance, including quality, productivity, innovation rate, and cycle time.

**HOW.** The systems and processes that your organization uses to achieve its mission requirements.

**INNOVATION.** Making meaningful change to improve products, services, processes, the organization, or societal well-being, and create new value for stakeholders. The outcome of innovation is a discontinuous or breakthrough change.

**INTEGRATION.** The harmonization of plans, processes, information, resource decisions, workforce capability and capacity, actions, results, and analyses to support key organization-wide goals.

See also **ALIGNMENT**.

**KEY.** Major or most important; critical to achieving your intended outcome.

**KNOWLEDGE ASSETS.** Your organization's accumulated intellectual resources; the knowledge possessed by your organization and its workforce in the form of information, ideas, learning, understanding, memory, insights, cognitive and technical skills, and capabilities.

**LEADERSHIP SYSTEM.** The way leadership is exercised, formally and informally, throughout your organization; the basis for key decisions and the way they are made, communicated, and carried out.

**LEARNING.** New knowledge or skills acquired through evaluation, study, experience, and innovation.

**LEVELS.** Numerical information that places or positions your organization's results and performance on a meaningful measurement scale.

**MEASURES AND INDICATORS.** Numerical information that quantifies the input, output, and performance dimensions of processes, products, programs, projects, services, and the overall organization (outcomes).

**MISSION.** Your organization's overall function.

**PARTNERS.** Key organizations or individuals who are working in concert with your organization to achieve a common goal or improve performance. Typically, partnerships are formal arrangements.

See also **COLLABORATORS**.

**PERFORMANCE.** Outputs and their outcomes obtained from processes, products, services, and customers that permit you to evaluate and compare your organization's results to performance projections, standards, past results, goals, and other organizations' results.

**PERFORMANCE EXCELLENCE.** An integrated approach to organizational performance management that results in (1) delivery of ever-improving value to customers and stakeholders, contributing to ongoing organizational success; (2) improvement of your organization's overall effectiveness and capabilities; and (3) learning for the organization and for people in the workforce.

**PERFORMANCE PROJECTIONS.** Estimates of your organization's future performance.

See also **GOALS**.

**PROCESS.** Linked activities with the purpose of producing a product or service for a customer (user) within or outside your organization.

**RESILIENCE.** An organization's ability to anticipate, prepare for, and recover from disasters, emergencies, and other disruptions, and when disruptions occur, to protect and enhance workforce and customer engagement, supply-network and financial performance, organizational productivity, and community well-being.

**RESULTS.** Outputs and outcomes achieved by your organization.

**SEGMENT.** One part of your organization's customer, market, product and/or service offering, or workforce base.

**SENIOR LEADERS.** Your organization's senior management group or team.

**STAKEHOLDERS.** All groups that are or might be affected by your organization's actions and success.

**STRATEGIC ADVANTAGES.** Those marketplace benefits that exert a decisive influence on your organization's likelihood of future success. These advantages are frequently sources of current and future competitive success relative to other providers of similar products and/or services.

**STRATEGIC CHALLENGES.** Those pressures that exert a decisive influence on your organization's likelihood of future success. These challenges are frequently driven by your organization's anticipated competitive position in the future relative to other providers of similar products and/or services.

**STRATEGIC OBJECTIVES.** The aims or responses that your organization articulates to address major change or improvement, competitiveness or social issues, and business advantages.

See also **ACTION PLANS.**

**SYSTEM.** A set of interrelated leadership and management elements of an organization used to integrate approaches, establish policies and objectives, and manage processes to achieve those objectives.

**SYSTEMATIC.** Well-ordered, repeatable, and exhibiting the use of data and information so that learning is possible.

**TRENDS.** Numerical information that shows the direction and rate of change of your organization's results or the consistency of its performance over time.

**VALUES.** The guiding principles and behaviors that embody how your organization and its people are expected to operate.

**VISION.** Your organization's desired future state.

**VOICE OF THE CUSTOMER.** Your process for capturing customer-related information.

**WORK PROCESSES.** Your organization's most important internal value-creation processes.

**WORKFORCE.** All people actively supervised by your organization and involved in accomplishing your organization's work, including paid employees (e.g., permanent, part-time, temporary, on-site, and remote employees, as well as contract employees supervised by your organization) and volunteers, as appropriate.

**WORKFORCE CAPABILITY.** Your organization's ability to accomplish its work processes through its people's knowledge, skills, abilities, and competencies.

**WORKFORCE CAPACITY.** Your organization's ability to ensure sufficient staffing levels to accomplish its work processes and deliver your products and/or services to customers, including the ability to meet seasonal or varying demand levels.

**WORKFORCE ENGAGEMENT.** The extent of workforce members' emotional and intellectual commitment to accomplishing your organization's work, mission, and vision.

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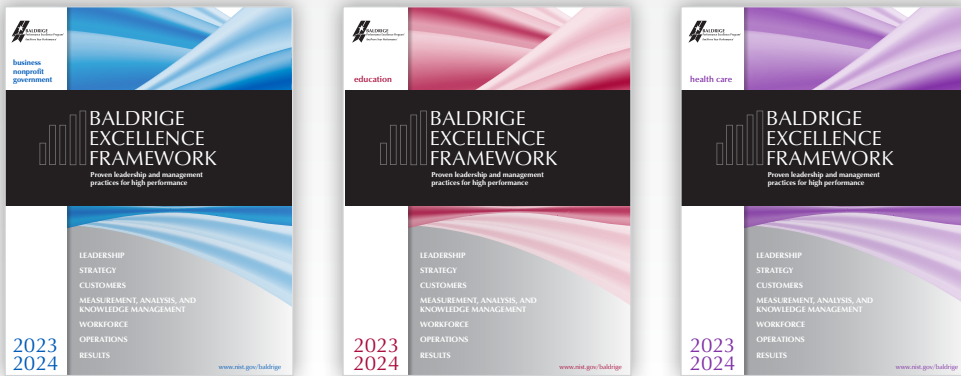
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