



Are We Making Progress As Leaders?

QUESTIONNAIRE RESULTS

2011 Board of Examiners

Category 1: Leadership

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
1a) Our workforce knows our organization's mission (what we are trying to accomplish).	1%	6%	8%	41%	45%
1b) Our workforce knows our organization's vision (where it is trying to go in the future).	2%	13%	16%	39%	30%
1c) Our leadership team uses our organization's values to guide our organization and employees.	1%	13%	14%	39%	33%
1d) Our leadership team creates a work environment that helps our employees do their jobs.	1%	12%	20%	46%	22%
1e) Our leadership team shares information about the organization.	1%	8%	12%	47%	33%
1f) Our leadership team asks employees what they think.	3%	12%	13%	46%	26%

Category 2: Strategic Planning

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
2a) As our leadership team plans for the future, we ask our employees for their ideas.	2%	24%	17%	40%	16%
2b) Our organization encourages totally new ideas (innovation).	3%	15%	20%	44%	18%
2c) Our employees know the parts of our organization's plans that will affect them and their work.	3%	19%	23%	43%	12%
2d) Our employees know how to tell if they are making progress on their work group's part of the plan.	4%	21%	22%	41%	12%
2e) Our organization is flexible and can make changes quickly when needed.	8%	21%	21%	35%	16%

Category 3: Customer Focus

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
3a) Our employees know who their most important customers are.	0%	7%	9%	42%	41%
3b) Our employees regularly ask their customers what they need and want.	2%	18%	18%	37%	24%
3c) Our employees ask if their customers are satisfied or dissatisfied with their work.	2%	23%	16%	37%	22%
3d) Our employees are allowed to make decisions to solve problems for their customers.	1%	7%	21%	47%	22%
3e) Our employees also know who our organization's most important customers are.	1%	11%	12%	39%	37%

Category 4: Measurement, Analysis, and Knowledge Management

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
4a) Our employees know how to measure the quality of their work.	4%	23%	22%	44%	7%
4b) Our employees use this information to make changes that will improve their work.	4%	25%	28%	37%	6%
4c) Our employees know how the measures they use in their work fit into our organization's overall measures of	5%	27%	24%	37%	7%
4d) Our employees get all the information they need to do their work.	3%	22%	28%	40%	7%
4e) Our employees know how our organization as a whole is doing.	2%	16%	14%	46%	22%

Category 5: Workforce Focus

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
5a) Our employees cooperate and work as a team.	1%	10%	12%	57%	20%
5b) Our leadership team encourages and enables our employees to develop their job skills so they can	2%	11%	22%	41%	24%
5c) Our employees are recognized for their work.	1%	10%	14%	54%	21%
5d) Our organization has a safe workplace.	0%	2%	8%	44%	46%
5e) Our managers and our organization care about our workforce.	1%	3%	11%	48%	36%
5f) Our workforce is committed to our organization's success.	1%	4%	14%	50%	32%

Category 6: Operations Focus

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
6a) Our employees can get everything they need to do their jobs.	2%	20%	21%	46%	11%
6b) Our organization has good processes for doing its work.	5%	22%	26%	42%	5%
6c) Our employees have control over their personal work processes.	3%	20%	23%	45%	9%
6d) Our organization is prepared to handle an emergency.	1%	6%	14%	45%	34%

Category 7: Results

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
7a) Our employees' work products meet all requirements.	1%	21%	25%	44%	9%
7b) Our employees' customers are satisfied with their work.	1%	13%	16%	56%	13%
7c) Our workforce knows how well our organization is doing financially.	4%	12%	13%	39%	32%
7d) Our organization has the right people and skills to do its work.	3%	16%	19%	45%	16%
7e) Our organization removes things that get in the way of progress.	3%	31%	22%	36%	7%
7f) Our organization obeys laws and regulations.	1%	1%	2%	22%	74%
7g) Our organization practices high standards and ethics.	1%	2%	8%	29%	60%
7h) Our organization helps our employees help their community.	2%	13%	13%	38%	34%
7i) Our employees believe our organization is a good place to work.	1%	4%	13%	47%	34%

A TOTAL OF 294 MEMBERS OF THE BALDRIGE BOARD OF EXAMINERS COMPLETED THIS QUESTIONNAIRE.