

# Checklist For Achieving Excellence Through Performance

Partly based on a 1994 survey by the CBI and DTI of 120 of the UK's most successful companies.

## 1. Leadership

- \_\_\_\_\_ We lead by example.
- \_\_\_\_\_ Leaders are champions for change and accept managed risk.
- \_\_\_\_\_ Our management style is open communication throughout the entire organization.
- \_\_\_\_\_ Leaders of all ranks manage "by walking around" (The Front Line = The Bottom Line).
- \_\_\_\_\_ Leaders at all levels set visions based upon the company's goals and visions.
- \_\_\_\_\_ We set and meet goals to achieve our visions.

## 2. Policy and Strategy

- \_\_\_\_\_ Our business strategy has demanding and realistic targets.
- \_\_\_\_\_ We have a realistic understanding of our competitors.
- \_\_\_\_\_ We know what drives our market.
- \_\_\_\_\_ We strive to introduce a mix of products and services.
- \_\_\_\_\_ We exploit new technology and research to drive new product innovation.

## 3. People Management

- \_\_\_\_\_ Our employees are empowered to focus on customers.
- \_\_\_\_\_ Decision making occurs at the lowest level.
- \_\_\_\_\_ We train, develop, and educate employees at all levels.
- \_\_\_\_\_ Every employee knows what our company performance is.
- \_\_\_\_\_ Diversity is recognized as an important component of the organization.
- \_\_\_\_\_ We offer stock options or rewards based on *performance* to all employees.
- \_\_\_\_\_ We use a team approach.
- \_\_\_\_\_ Our cross-functional teams drive innovations forward.
- \_\_\_\_\_ We focus on performance goals.
- \_\_\_\_\_ Jobs are designed to promote ownership and responsibility.

## 4. Resources

- \_\_\_\_\_ We use a just-in-time (JIT) approach for managing our inventory.
- \_\_\_\_\_ Our obsolete or "not in specification" stock is only a small fraction of our total stock.
- \_\_\_\_\_ We cultivate an active partnership with all our vendors.

## 5. Processes

- \_\_\_\_\_ Our processes are simplified and defined.
- \_\_\_\_\_ We **continuously** deliver improvements in all process.

- \_\_\_\_\_ We have a continuous goal to radically improve speed to market.

## 6. Customer Satisfaction

- \_\_\_\_\_ We know and focus on our customers.
- \_\_\_\_\_ We try to anticipate the future needs of our customers.
- \_\_\_\_\_ We cultivate an active partnership with our customers.
- \_\_\_\_\_ Our products and services exceed our customer expectations.
- \_\_\_\_\_ We seek to continuously reduce customer costs.
- \_\_\_\_\_ We customize our products and services.
- \_\_\_\_\_ We have information systems that allow us to obtain customer relevant data.

## 7. People Satisfaction

- \_\_\_\_\_ Our vision is **owned** throughout the entire organization.
- \_\_\_\_\_ We unlock the potential of our people...and our actions, policies, and culture prove it!
- \_\_\_\_\_ Our turnover rate is significantly lower than the national average for similar industries.
- \_\_\_\_\_ We promote from within.
- \_\_\_\_\_ Individuals have the information to measure their own performance and progress.
- \_\_\_\_\_ Mistakes are treated as learning opportunities.

## 8. Impact on Society

- \_\_\_\_\_ We give time, money, and resources to deserving groups.
- \_\_\_\_\_ Our organization is respected locally and nationally.
- \_\_\_\_\_ We are committed to a role of environmental leadership in all facets of our organization.
- \_\_\_\_\_ We listen to and attempt to act upon suggestions made by outside groups.
- \_\_\_\_\_ The community at large *wants* us to succeed.

## 9. Business Results

- \_\_\_\_\_ We benchmark against competitors and other high performance organizations.
- \_\_\_\_\_ We continuously meet or exceed our goals and objectives.
- \_\_\_\_\_ We measure results in terms of Return On Investments (ROI).
- \_\_\_\_\_ Our stockholders are enthusiastic about our stock!