

Criterion 1 – Leadership Transformation

1. Organizational Growth Culture:

Category Definition	Best in Class	Advanced	Basic
Describe how the organization creates and instills a culture where leaders have a growth mindset with a desire to gain insight from the past, evaluate their present, and equip themselves for the future. Leaders learn, embrace challenges, persist in the face of setbacks, see efforts as a path to mastery, and learn from criticism.	The organization has distinguished itself by having a culture where all leaders engage in rigorous self-reflection and transformation as a catalyst for ongoing growth to help create a brighter future for themselves and those around them.	The organization formally encourages leaders to engage in personal growth through transformative exercises.	Some individual leaders focus on personal growth to enhance their own leadership effectiveness.

2. Positive Accountability:

Category Definition	Best in Class	Advanced	Basic
Discuss how the organization supports a culture where leaders promote positive accountability through impeccable communication, consensus-driven leadership, a safe environment, and a commitment to respectful relationships.	The organization is the benchmark for promoting a culture where all individuals embrace positive accountability to drive ongoing success across its entire value stream.	Leaders in the organization consistently demonstrate positive accountability through intentional processes.	Individuals generally demonstrate consistent patterns of positive accountability.

3. Conflict Resolution:

Category Definition	Best in Class	Advanced	Basic
Describe the degree to which the organization prepares leaders with productive methods to create a "conflict positive culture" such as: collaboration to minimize damage, addressing task-focused issues to enhance productivity, and depersonalizing conflict to maintain healthy interpersonal relationships.	The organization has a clearly visible culture of embracing conflict situations as growth opportunities and can be considered exceptional at practicing collaborative conflict resolution to build a constructive environment.	Leaders in the organization consistently demonstrate healthy conflict resolution using collaborative approaches to model the way for positive culture change.	Some individuals typically solve conflicts in a positive manner.

4. Sustaining Positive Change:

Category Definition	Best in Class	Advanced	Basic
Discuss the extent to which the organization creates an environment where leaders sustain positive change by establishing a sense of urgency, create a guiding coalition, keep the vision & strategy alive, communicate the change vision, empower broad-based action, generate short-term wins, consolidate gains to make room for more change, and anchor new approaches in the culture.	The organization's achievements are worthy of being considered for global awards such as the Weyenberg Prize, Baldrige Award or Shingo Prize.	Leaders in the organization consistently demonstrate the "Plan, Do, Check, Act" mindset and take consistent action to integrate change & improvements into the culture.	Some individuals take the steps to continue positive changes in their lives.

5. Formal Talent Processes:

Category Definition	Best in Class	Advanced	Basic
Describe the degree to which your organization implements talent development initiatives such as performance management, coaching, training, mentoring, succession management, etc.	The organization has achieved excellence by strategically prioritizing human resources and effectively implementing talent development initiatives that are known best practices.	A variety of talent initiatives are leveraged across the organization on a regular basis to ensure ongoing success.	Talent development is done in a reactive nature to meet ongoing business needs as they arise.

Criterion 2 - Strategy

1. Energizing the Organization Around the Vision:

Category Definition	Best in Class	Advanced	Basic
How does the organization equip leaders to keep people energized toward the future by creating a clear picture, future story, and foundation for what they intend to create? This work provides clarity around the organization's broader purpose/meaning beyond the products and/or services produced. The future should be described in aspirational, inspirational & measurable terms.	The organization has provided leaders with the training, support, tools, and time to make effective management a major portion of each leader's daily activity and goals. Leader performance is driven by the leader's effectiveness in leading people.	The organization has leadership development programs to provide training to leaders. Leaders are expected to use these skills to provide effective management to employees.	The organization promotes leadership development, but struggles with allocating the time and resources from day-to-day activities.

2. Aligning to Values & Beliefs:

Category Definition	Best in Class	Advanced	Basic
Describe how the organization aligns decisions to core values. The values and beliefs describe the 'who' of the organization. It defines who the organization is, what they value and believe, in pursuit of their vision. The values and beliefs protect the organization and allows it to remain true to their ethics and identity. The alignment of decisions with values and beliefs are a direct statement of the organization's integrity.	The organization has been recognized across all industries for demonstrating high integrity for making decisions and guiding their business practices as it relates to their customers, suppliers, government agencies and their interaction with the environment.	The organization has created a solid foundation for leveraging their values and beliefs as a framework for their decisions and business practices.	The organization may or may not have evidence of values and beliefs in place. If they exist, they are only statements that do not govern how decisions or business practices actually occur.

3. Analyzing Information:

Category Definition	Best in Class	Advanced	Basic
Describe the processes the organization uses to guide decision making. Analysis is informed by asking relevant questions, verifying assumptions, identifying the systemic issues and possible cause-effect relationships, and assessing independent information to understand system-wide trends.	The organization has established a process that ensures analysis of information that is relevant, free of bias, and independently verified to assist in determining the best decision.	The organization has a process to analyze information for the decision process. The process consistently produces valuable analysis for decision making.	While the organization analyzes information for decision making, its process tends to vary based on the decision to be made.

4. Setting Strategic Priorities:

Category Definition	Best in Class	Advanced	Basic
Describe how the organization determines its 2 to 5 critical priorities. The identified priorities should be in agreement with the values and beliefs and will have a major impact in moving the organization towards their vision. They are strategic in nature and are not operational.	The organization effectively determines strategic priorities based on a balanced input from the company vision, management and employee input, the marketplace, and the business environment.	The organization establishes strategic priorities and strives to assure that the strategies are in agreement with the company vision and are strategic in nature.	The organization attempts to determine strategic priorities, but usually finds that the strategic priorities establish will include operational goals.

5. Setting Short- and Long-Term Goals:

Category Definition	Best in Class	Advanced	Basic
How does the organization identify tactics that will allow the priorities to be completed in an organized manner? The work or tactics routinely come in the form of projects and will have a formalized project management process in place. The focus of these tactics should follow a systemic prioritization of activities that will create impactful movement toward the organization's vision.	The organization consistently balances resources between short-term and long-term goals using a robust project management process to assure both short-term and long-term goals will drive the company vision forward.	The organization establishes projects for both short-term and long-term goals. Resource allocation and process monitoring of these projects tends to fluctuate.	The organization may establish projects to promote short-term and long-term goals, but the organization typically focuses on the short-term projects.

Criterion 3 - Execution

1. Implementing Communication Channels:

Category Definition	Best in Class	Advanced	Basic
How does the organization establish effective communication channels to ensure employees understand the business strategies and goals and understand how the employee fits into achieving the business strategies?	The organization has moved beyond newsletters and town hall meetings to actively engage all employees in understanding and having input into the business strategies and goals.	The organization has developed communication with employees to provide information to employees on goals and also has implemented communication feedback processes.	The organization communicates business strategies and goals to employees through newsletters, town hall meetings, management meetings, etc.

2. Setting Accountability:

Category Definition	Best in Class	Advanced	Basic
Describe how the organization ensures that those responsible for implementing a strategic initiative have role clarity and accountability for required actions and outputs as well as the authority to act in a way consistent with organizational values.	The organization has empowered project teams with the ability to act and make decision without bureaucratic oversight and delays, while still assuring the project team is aligned with the organizational values and strategies.	The organization establishes project teams with champions from senior leadership to assist in moving forward the team goal while meeting organizational values.	The organization establishes project teams with periodic reporting and accountability to senior management.

3. Aligning People, Processes and Systems:

Category Definition	Best in Class	Advanced	Basic
Discuss how the organization identifies and aligns people capabilities, systems, and processes (e.g., compensation, decision making, resource allocation, specific training, ongoing performance management) to support implementation of specific strategies.	The organization is consistently determining the resources, training, and support services needed to meet the organization of the future. The organization is working to have the people, skills, and processes in place as strategies are implemented.	The organization is active in succession planning, skill development, and performance measurement.	The organization has a succession planning process. Efforts are made to have trained employees ready when needed.

4. Monitoring Progress:

Category Definition	Best in Class	Advanced	Basic
How does your organization create a metric discipline? Describe how you establish criteria and systems (including lead and lag measures) to track implementation steps and results.	The organization uses “Best in Class” analytics and processes to provide continuous feedback to identify implementation progress and success.	The organization tracks and monitors results to track implementation progress.	The organization usually determines implementation results after the fact.