

# Linkage between Org Profile and Process Categories

## 1 Leadership

- P.1a(2): What are the KEY characteristics of your organizational culture? What are your stated PURPOSE, VISION, VALUES, and MISSION? What are your organization's CORE COMPETENCIES and their relationship to your MISSION?
- P.1a(5): What is the regulatory environment under which your organization operates? What are the applicable occupational health and safety regulations; accreditation, certification, or registration requirements; relevant industry standards and environmental, financial, and product regulations?
- P.1b(1): What are your organizational structure and GOVERNANCE system? What are the reporting relationships among your GOVERNANCE board, SENIOR LEADERS, and parent organization, as appropriate?

## 2 Strategic Planning

- P.1a(2): What are the KEY characteristics of your organizational culture? What are your stated PURPOSE, VISION, VALUES, and MISSION? What are your organization's CORE COMPETENCIES and their relationship to your MISSION?
- P.2b: What are your KEY business, operational, and human resource STRATEGIC CHALLENGES and ADVANTAGES? What are your KEY STRATEGIC CHALLENGES and ADVANTAGES associated with organizational SUSTAINABILITY?

## 3 Customer Focus

- P.1b(2): What are your KEY market SEGMENTS, CUSTOMER groups and STAKEHOLDER groups, as appropriate? What are their KEY requirements and expectations for your products, CUSTOMER support services, and operations? What are the differences in these requirements and expectations among market SEGMENTS, CUSTOMER groups and STAKEHOLDER groups?
- P.2a(1): What is your competitive position? What is your relative size and growth in your industry or markets served? What are the numbers and types of competitors for your organization?
- P.2a(2): What are the principal factors that determine your success relative to your competitors? What are any KEY changes taking place that affect your competitive situation, including opportunities for INNOVATION and collaboration, as appropriate?

## 4 Measurement, Analysis, and Knowledge Management

- P.2a(3): What are your KEY available sources of comparative and competitive data from within your industry? What are your KEY available sources of comparative data from outside your industry? What limitations, if any, are there in your ability to obtain these data?
- P.2c: What are the KEY elements of your PERFORMANCE improvement system, including your evaluation, organizational LEARNING, and INNOVATION PROCESSES?

## 5 Workforce Focus

- P.1a(3): What is your WORKFORCE profile? What are your WORKFORCE or employee groups and SEGMENTS? What are their KEY factors that motivate them to engage in accomplishing your MISSION? What are your organization's WORKFORCE and job DIVERSITY, organized bargaining units, KEY benefits, and special health and safety requirements?

## 6 Process Management

- P.1a(1): What are your organization's main products and services? What are the delivery mechanisms used to provide your products to your CUSTOMERS?
- P.1a(4): What are your major facilities, technologies, and equipment?
- P.1b(3): What are your KEY types of suppliers, PARTNERS, and COLLABORATORS? What role do these suppliers, PARTNERS and COLLABORATORS play in your WORK SYSTEMS and the production and delivery of your KEY products and CUSTOMER support services? What are your KEY mechanisms for communicating and managing relationships with suppliers PARTNERS, and COLLABORATORS? What role, if any, do these organizations play in your organizational INNOVATION PROCESSES? What are your KEY supply chain requirements?