

Linkage between Organizational Profile and Process Categories

1 – Leadership

- P.1a(2): What are your stated MISSION, VISION, and VALUES? What are your organization's CORE COMPETENCIES, and what is their relationship to your MISSION?
- P.1a(5): What is the regulatory environment under which you operate? What are the KEY applicable occupational health and safety regulations; accreditation, certification, or registration requirements; 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 – Strategy

- P.1a(2): What are your stated MISSION, VISION, and VALUES? What are your organization's CORE COMPETENCIES, and what is their relationship to your MISSION?
- P.2b: What are your KEY STRATEGIC CHALLENGES and ADVANTAGES in the areas of business, operations, societal responsibilities, and WORKFORCE?

3 – Customers

- 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 are your relative size and growth in your industry or the markets you serve? How many and what types of competitors do you have?
- P.2a(2): What KEY changes, if any, are affecting your competitive situation, including changes that create opportunities for INNOVATION and collaboration, as appropriate?

4 – Measurement, Analysis, and Knowledge Management

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

5 – Workforce

- P.1a(3): What is your WORKFORCE profile? What recent changes have you experienced in WORKFORCE composition or in your needs with regard to your WORKFORCE? What are 1) your WORKFORCE or employee groups and SEGMENTS? 2) the educational requirements for different employee groups and SEGMENTS?, and 3) the KEY drivers that engage them in achieving your MISSION and VISION? What are your organized bargaining units (union representation)? What are your organization's special health and safety requirements?

6 – Operations

- P.1a(1): What are your main product offerings? What is the relative importance of each to your success? What mechanisms do you use to deliver your products?
- 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 they play 1) in your WORK SYSTEMS, especially in producing and delivering your KEY products and CUSTOMER support services; and 2) in enhancing your competitiveness? What are your KEY mechanisms for two-way communication with suppliers PARTNERS, and COLLABORATORS? What role, if any, do these organizations play in contributing and implementing INNOVATIONS in your organization? What are your KEY supply chain requirements?