

Evaluating Your Business: Ten Essential Success Factors

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Essential Factor	Does Not Meet Requirements	Meets Requirements	Exceeds Requirements	Comments
Essential #1: Effective Leadership				
1. Leaders at all levels are credible and competent	1	2	3	
2. Leaders lead with integrity	1	2	3	
3. Leaders at all levels demonstrate concern for their people	1	2	3	
4. Basic work expectations have been defined and communicated to all people in the org.	1	2	3	
5. Leaders at all levels set the proper example	1	2	3	
Essential #2: Focus on People				
6. Everyone in the organization knows what is expected of them	1	2	3	
7. Employees are involved in decision making	1	2	3	
8. Routine performance feedback is provided for all employees	1	2	3	
9. ALL employees are treated with dignity and respect	1	2	3	
10. Required competencies are identified and training provided and evaluated	1	2	3	
Essential #3: Serve the Customer				
11. Everyone in the organization knows their customer	1	2	3	
12. Customer requirements are known, defined and documented	1	2	3	
13. Customer service is a demonstrated priority by management	1	2	3	
14. Complaints from customers are documented and corrective action implemented	1	2	3	
15. We measure and communicate customer satisfaction	1	2	3	
Essential #4: Processes				
16. We have identified our work/business processes and their interrelationships	1	2	3	
17. Processes are documented with clearly written, up to date procedures	1	2	3	
18. Every employee knows and understands "the work to be done"	1	2	3	
19. Process monitoring and measurement is defined and understood	1	2	3	
20. Goals are established, deployed and results measured at all levels	1	2	3	

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Essential #5: Compliance				
21. A process is defined and implemented for knowing legal and other requirements we must satisfy	1	2	3	
22. We have an environmental management system fully deployed (ISO 14001 type system)	1	2	3	
23. We conduct routine internal audits and act on the results	1	2	3	
24. We have conducted OSHA, HR, SOX and other internal or external audits	1	2	3	
25. All permits are up to date and we have no Notices of Violations	1	2	3	
Essential #6: Quality				
26. We have a fully documented and deployed ISO 9001 QMS	1	2	3	
27. Our quality system covers all areas of the business	1	2	3	
28. We monitor and measure products and processes	1	2	3	
29. Internal audits are done and results acted upon.	1	2	3	
30. Quality is a demonstrated priority in decision making	1	2	3	
Essential #7: Improvement				
31. We have a systematic approach to continual improvement	1	2	3	
32. We make fact-based decisions	1	2	3	
33. Appropriate tools of continual improvement are utilized	1	2	3	
34. Results indicate effective continual improvement	1	2	3	
35. A documented corrective and preventive action system is used	1	2	3	
Essential #8: Results				
36. The major categories/causes of waste are known	1	2	3	
37. We know the actual cost of operations, quality, overhead and waste in our organization	1	2	3	
38. We have a planned continual improvement process and monitor our processes for effectiveness	1	2	3	
39. Profit and loss results are measured and reported to appropriate levels in the organization	1	2	3	
40. We use technology for work simplification	1	2	3	

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Essential #9: Resources				
41. A comprehensive training needs analysis and required competencies evaluation has been conducted within the past 2 years	1	2	3	
42. A training plan exists and is used for each job in the organization	1	2	3	
43. Appropriate training is completed when new processes, products, procedures or equipment are introduced	1	2	3	
44. Technology reviews are an annual event and we make provisions for updates and productivity improvements through technology applications	1	2	3	
45. Periodic resource, work environment and infrastructure reviews are done and documented to include facilities, equipment, utilities, support systems, budgets and personnel	1	2	3	
Essential #10: Strategy				
46. Top management has a clearly articulated vision for the organization and the strategies flow from the vision				
47. Top management has identified the strategies for the organization and documented a strategic plan and operational plans.	1	2	3	
48. Quality, customer satisfaction productivity, safety and environmental results are measured and reported to top management and are a part of goals and objectives that flow from the strategies	1	2	3	
49. We have a change process in place and manage change strategically and operationally	1	2	3	
50. Our strategic and operational plans are reviewed periodically by top management	1	2	3	
Total Score:				TOTAL:
Interpreting the Results:	>130 great shape, focus on continual improvement			
	95-129 you need some work			
	80-94 you need a comprehensive improvement process			
	<80 you're in real trouble			
NOTE: if any of the 10 essentials is <7, it needs work now!				