

Performance Excellence

Self Assessment

业绩卓越自我评估

*For Manufacturing, Service,
Small Business, and Public Sector*

适用于制造业、服务业、小型商业，和公共部门

(Based on simplified Baldrige Award Criteria)

基于简化的鲍德里奇评奖标准

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

Importance of Beginning with Your Organizational Profile

从组织简介开始的重要性

Your Organizational Profile is critically important because 组织简介是非常重要的，因为：

- it is the most appropriate starting point for self-assessment ;它是自我评估最恰当的出发点；
- it helps you identify potential gaps in key information and focus on key performance requirements and results;它帮助你识别关键信息中的潜在缺陷，并关注关键的业绩需求和结果
- it is used by the Examiners and Judges in application review, including the site visit, to understand your organization and what you consider important; and 它可以为主考官和评判者在申请评审过程中使用，包括现场访问，以了解你的组织以及你认为重要的是什么；
- it also may be used by itself for an initial self-assessment. If you identify topics for which conflicting, little, or no information is available, it is possible that you can use these topics for action planning.它也可能用于初始的自我评估。如果你发现有的主题冲突、琐碎或者没有参考价值，那么可以将其用于活动计划。

P Preface: Organizational Profile 前言：组织简介

The **Organizational Profile** is a snapshot of your organization, the key influences on how you operate, and the key challenges you face.

组织简介是你组织给人的第一印象，包括对组织如何运作的关键影响，以及组织面临的关键挑战。

P.1 Organizational Description 组织描述

Describe your organization's business environment and your key relationships with customers suppliers and other partners.描述你的组织的商业环境以及你的关键的顾客、供方以及其他合作方关系。

Within your response, include answers to the following questions: 在描述的内容中，要包括对下列问题的回答：

a. Organizational Environment 组织环境

- (1) What are your organization's main products and/or services? What are the the delivery mechanisms used to provide your products and services to your customers?组织的主要产品和/或服务是什么？用于向你的顾客提供产品和服务的交付机制是什么？
- (2) What is your organizational culture? What are your stated purpose, vision, mission, and values?
你的组织文化是什么？你组织的文化是什么？组织的目的、远景、使命和价值观什么？

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

- (3) What is your employee profile? What are their educational levels? What are your organization's workforce and job diversity, organized bargaining units, use of contract employees, and special health and safety requirements?

你员工的特点是什么？他们的教育程度如何？你的组织有多少劳动力？多少工种？组织的协议单元是什么？合同工的使用情况，以及有何特殊的环境和安全要求？

- (4) What are your major technologies, equipment, and facilities?

你组织主要的技术、设备和设施是什么？

- (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; and environmental, financial, and product regulations?

你组织运作的法规环境是什么？适用的职业健康安全法规有哪些？适用的鉴定、认证和注册要求有哪些？适用的环境、金融和产品法规有哪些？

b. Organizational Relationships 组织关系

- (1) What is your organizational structure and governance system? What are the reporting relationships among your board of directors, senior leaders, and your parent organization, as appropriate?

你的组织结构和治理体系是什么？董事会、高层领导间的报告关系如何？如果有母公司，与其报告关系如何？

- (2) What are your key customer groups and market segments, as appropriate? What are their key requirements and expectations for your products and services? What are the differences in these requirements and expectations among customer groups and market segments?

你组织的顾客群情况怎样？如果市场分区的话，市场分区情况如何？顾客对你的产品和服务的主要要求和期望是什么？不同顾客群以及市场分区对这些要求和期望的区别是什么？

- (3) What role do suppliers and distributors play in your value creation processes? What are your most important types of suppliers and distributors? What are your most important supply chain requirements?

供方和分供方在价值创造过程中扮演何种角色？你最重要的供方和经销商类型是什么？你最重要的供应链需求是什么？

- (4) What are your key supplier and customer partnering relationships and communication mechanisms?

你与主要的供方和顾客有什么样的伙伴关系和沟通机制？

Notes: 注:

N1. Product and service delivery to your customers (P.1a[1]) might be direct, or through dealers, distributors, or channel partners.

注 1: 向你的顾客交付产品和服务(P.1a[1])可能是直接的、或者通过经销商、发行商或者媒体合作方。

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

N2. Market segments (P.1b[2]) might be based on product lines or features, geography, distribution channels, business volume, or other factors that allow your organization to define related market characteristics.

注 2：市场分区(P.1b[2])可能基于产品线或特性、地理位置、发行渠道、业务量、或其他允许组织规定相关市场特性因素。

N3. Customer group and market segment requirements (P.1b[2]) might include on-time delivery, low defect levels, ongoing price reductions, electronic communication, and after-sales service.

注 3：顾客群和市场分区要求(P.1b[2])可能包括准时交付、低缺陷水平、不断的价格降低、电子通信以及售后服务。

N4. Communication mechanisms (P.1b[4]) should be two-way and might be in person, electronic, by telephone, and/or written. For many organizations, these mechanisms might be changing as marketplace requirements change.

注 4：通信机制(P.1b[4])应该是双向的并且可能是手工的、电子的、通过电话和/或书面的。对于许多组织来说，这些机制可能因市场需求不同而不同。

Frequently, several questions are grouped under one number (e.g., P.1a[3]). These questions are related and do not require separate responses. These multiple questions serve as a guide in understanding the full meaning of the information being requested.

经常几个问题编排在一个编号里（如 P.1a[3]）。这些问题是相关的并且不需要分别予以回答。这些多重问题用于指导对信息含义的充分理解。

Item notes serve three purposes: (1) to clarify terms or requirements presented in an Item, (2) to give instructions on responding to the Item requirements, and (3) to indicate key linkages to other Items. In all cases, the intent is to help you respond to the Item requirements.

条款注释有三个目的：（1）阐明在条款中出现的术语和要求，（2）给出条款要求的回答指导，以及（3）指出与其它条款的关键链接。总而言之，其目的是帮助你回答条款要求。

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

P.2 Organizational Challenges 组织的挑战

Describe your organization's competitive environment, your key strategic challenges, and your system for performance improvement.

描述你组织的竞争环境、你关键的战略挑战，以及你的业绩改进体系。

Within your response, include answers to the following questions: 在你的描述中，要包括下列问题的答案：

a. Competitive Environment 竞争环境

- (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?

你的竞争力是什么？您在您所服务的行业或市场中所占的相对大小和等比基数是多少？您组织竞争对手的数量和类型有多少？

- (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?

相对与您的竞争者来说，决定您组织成功的主要因素是什么？影响您竞争形势的任何主要变化是什么？

- (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 for analogous processes outside your industry? What limitations, if any, are there in your ability to obtain these data?

您获取所处行业的对比和竞争资料的关键来源是什么？您获取所处行业外的分析对比资料的关键来源是什么？您是否有能力获得这些数据，获得数据的过程中有哪些限制因素？

b. Strategic Challenges 战略挑战

What are your key business, operational, and human resource strategic challenges?

关键的商业、运作和人力资源策略挑战是什么？

c. Performance Improvement System 业绩改进体系

- (1) What is the overall approach you use to maintain an organizational focus on performance improvement and to guide systematic evaluation and improvement of key processes?

您采用何种方法保持组织关注业绩改进，以及指导关键过程的系统性评价和改进？

- (2) What is your overall approach to organizational learning and sharing your knowledge assets within the organization?

您采用何种方法在您的组织中学习和分享您的知识财产？

NOTES: 注:

N1. Factors (P.2a[2]) might include differentiators such as price leadership, design services, e-services, geographic proximity, and warranty and product options.

注 1：因素(P.2a[2])可能包括不同的类别，例如价格领先、设计服务、电子商务服务、地理位置接近以及可靠度和产品选择。

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

N2. Challenges (P.2b) might include electronic communication with businesses and end-use consumers, reduced cycle times for product introduction, mergers and acquisitions, global marketing and competition, customer retention, staff retention, and value chain integration.

注 2: 挑战(P.2b)可能包括与商业及最终消费者的电子商务通信, 降低产品引入的生命周期、合并及采购、全球行销与竞争、顾客保持、员工保持以及价值链的完整。

N3. Performance improvement (P.2c) is an assessment dimension used in the Scoring System to evaluate the maturity of organizational approaches and deployment (see pages 54-55). This question is intended to help you and the Examiners set a context for your approach to performance improvement.

注 3: 业绩改进(P.2c)是计分系统所用的一个评估尺度, 评价组织方法及其拓展的成熟度(参考 54-55 页)。此问题是为了帮助你 and 主考官为你的业绩改进方法创造环境。

N4. Overall approaches to process improvement (P.2c[1]) might include implementing a lean enterprise system, six sigma methodology, use of ISO 9000:2000 standards, or other process improvement tools.

注 4: 全面的过程改进方法(P.2c[1])可能包括实施 lean enterprise system, 6 西格马方法、ISO9000:2000 标准的使用, 或其他过程改进工具。

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

Category 1 Leadership

第一部分 领导力

Creating & Sustaining An Environment For Excellence

为业绩卓越创造并维持环境

- (1) Do our senior leaders set, communicate, and deploy organizational values and performance expectations? Do senior leaders include a focus on creating and balancing value for customers and other stakeholders?

我们的高层领导是否建立了组织的价值和业绩期望，并对其进行了沟通和拓展？高层领导是否关注为顾客及其他利益相关方创造并平衡价值？

Key things leaders do (include communication and deployment through the leadership structure and to all employees):

领导做的关键的事情（包括在领导层内以及向所有员工沟通和拓展）：

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐☐☐

Systematic approach, fully deployed, fact based cycles of improvement

系统性方法被充分拓展
基于改进周期的数据

- (2) Do our senior leaders create an environment that fosters and requires legal and ethical behavior?

我们的领导如何为鼓励并要求合法的、道德的行为创造环境？

Key things leaders do: 领导做的关键的事情：

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐☐☐

Systematic approach, fully deployed, fact based cycles of improvement

系统性方法被充分拓展
基于改进周期的数据

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

- (3) Do our senior leaders review organizational performance and capabilities to assess progress relative to performance goals and changing organizational needs?

高层领导如何评审组织的业绩和能力，以评估相对于业绩目标以及变化组织需求方面的进步？

Key things leaders do (include the key performance measures regularly reviewed by senior leaders):

领导做的关键的事情（包括由高层领导定期进行的关键业绩测量）：

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐
☐
☐

Systematic approach, fully deployed, fact based cycles of improvement
系统性方法被充分拓展
基于改进周期的数据

- (4) Do we address the impacts on society of our products, services, and operations?

我们是否致力于我们的产品、服务及其运作对社会的影响？

Key things we do (Include key practices, measures, and targets for regulatory and legal requirements):

我们做的关键的事情（包括为达到法规和规章要求，关键的惯例、测量以及指标）：

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐
☐
☐

Systematic approach, fully deployed, fact based cycles of improvement
系统性方法被充分拓展
基于改进周期的数据

- (5) Do we ensure ethical business practices in all stakeholder transactions and interactions? Do we have measures or indicators for monitoring ethical and legal behavior throughout our organization?

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

我们是否确保所有利益相关方之间的交易和沟通符合商业道德？在我们的组织中是否有监控道德和法规行为的测量方法或指标？

Key things we do:

我们做的关键事情：

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐☐

Systematic approach, fully deployed, fact based cycles of improvement

系统性方法被充分拓展
基于改进周期的数据

☐

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

Category 2 Strategic Planning

第 2 部分 战略策划

Setting Strategic Objectives And Action Plans For Competitive Advantage

为创造竞争优势建立战略目标以及活动计划

(1) Do we have an overall strategic planning process?

我们是否有一个综合的战略策划过程？

Key things we do (include key steps and key participants and the short- and longer-term planning time horizons):

我们做的关键的事情（包括关键的步骤以及关键的参与者和短期的、长期的策划时间限制）：

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐☐

Systematic approach, fully deployed, fact based cycles of improvement

系统性方法被充分拓展
基于改进周期的数据

☐

(2) Does our strategic planning address customer and market needs/expectations/opportunities?

Does it address financial, societal and ethical, regulatory, and other potential risks?

我们的战略策划是否致力于顾客和市场需求/期望/机会？它是否致力于金融的、社会的以及道德的、法规的和其他潜在的风险？

Key things we do: 我们做的关键的事情：

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐☐

Systematic approach, fully deployed, fact based cycles of improvement

系统性方法被充分拓展
基于改进周期的数据

☐

(3) Do we establish short- and longer-term strategic objectives? Do we ensure these objectives balance the needs of all stakeholders?

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

我们是否建立了短期的和长期的战略目标？我们是否确保这些目标能平衡所有相关方的需求？

Strategic Objectives and key things we do to ensure balance among all stakeholders:

我们做的确保所有相关方需求的战略目标以及关键的事情：

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐
☐

Systematic approach, fully deployed, fact based cycles of improvement

系统性方法被充分拓展
基于改进周期的数据

☐

(4) Do we develop and deploy action plans to achieve our key strategic objectives?

我们是否制定并拓展了完成关键战略目标的活动计划？

Key things we do: 我们做的主要的事情：

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐
☐

Systematic approach, fully deployed, fact based cycles of improvement

系统性方法被充分拓展
基于改进周期的数据

☐

(5) What are our key short- and longer-term action plans? What are our key performance measures for tracking progress relative to our action plans?

我们关键的短期和长期活动计划是什么？为了跟踪与活动计划相关的进程，我们的关键业绩测量方法是什么？

Action Plans and Measures: 活动计划与测量：

Performance Excellence Self Assessment
业绩卓越自我评估——科飞咨询翻译



No systematic approach

没有系统性方法



Systematic approach, reasonably deployed

系统性方法被合理拓展



Systematic approach, fully deployed, fact based cycles of improvement

系统性方法被充分拓展
基于改进周期的数据



Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

Category 3 Customer and Market Focus

第 3 部分 顾客和市场的关注

Understanding Our Markets & Customers

理解我们的市场和顾客

- (1) Do we listen and learn to determine key requirements (including product/service features) and their relative importance/value to customers' purchasing decisions?

我们是否倾听并学习以决定关键的顾客需求和期望（包括产品和服务特性）以及它们对顾客采购决定的相对重要性？

Key things we do: 我们做的关键的事情:

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐☐

Systematic approach, fully deployed, fact based cycles of improvement
系统性方法被充分拓展
基于改进周期的数据

- (2) Do we build relationships to acquire and satisfy customers and to increase repeat business and positive referrals?

我们是否建立了向顾客学习的关系，满足顾客的要求，以增加重复购买以及积极的推荐？

Key things we do: 我们做的关键的事情:

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐☐

Systematic approach, fully deployed, fact based cycles of improvement
系统性方法被充分拓展
基于改进周期的数据

Do we determine key customer contact requirements and how they vary for differing modes of access? Do we ensure that these contact requirements are deployed to all people involved in the response chain?

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

我们是否确定了关键的顾客联系要求，以及它们怎样因访问模式不同而不同？我们是否确保这些联系要求拓展到响应链包含的所有人？

Key things we do: 我们做的关键的事情：

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐
☐

Systematic approach, fully deployed, fact based cycles of improvement

系统性方法被充分拓展
基于改进周期的数据

☐

- (3) Do we determine customer satisfaction and dissatisfaction and use this information for improvement?

我们是否确定顾客满意和不满意，并将这些信息用于改进？

Key things we do: 我们做的关键的事情：

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐
☐

Systematic approach, fully deployed, fact based cycles of improvement

系统性方法被充分拓展
基于改进周期的数据

☐

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

Category 4 Measurement, Analysis, and Knowledge Management

第 4 部分：测量、分析和知识管理

Managing By Fact To Drive Performance Improvement

通过数据加以管理以推动业绩改进

- (1) Do we select, collect, align, and integrate data and information for tracking daily operations and for tracking overall organizational performance?

我们是否选择、搜集、整理、综合跟踪每日运作以及组织整体业绩所得到的数据和信息？

Key things we do:我们做的关键的事情：

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐☐

Systematic approach, fully deployed, fact based cycles of improvement

系统性方法被充分拓展
基于改进周期的数据

☐

Do we analyze data and information to support our senior leaders' organizational performance review and our organization's strategic planning?

我们是否进行数据和信息分析以支持我们高层领导的组织业绩评审以及我们组织的战略策划？

Key analyses we perform: 我们进行的关键分析：

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐☐

Systematic approach, fully deployed, fact based cycles of improvement

系统性方法被充分拓展
基于改进周期的数据

☐

- (2) Do we make needed data and information available to employees, suppliers and partners, and customers, as appropriate?

我们是否使所需的数据和信息可用，使员工、供方与合作方、以及顾客在需要时访问？

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

Key things we do: 我们做的关键的事情:

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐
☐
☐

Systematic approach, fully deployed, fact based cycles of improvement
系统性方法被充分拓展
基于改进周期的数据

- (4) Do we manage organizational knowledge to accomplish the collection and transfer of employee knowledge and the transfer of relevant knowledge from customers and suppliers?
我们是否对组织的知识加以管理，以完成员工知识的收集和转化，以及来自顾客和供方的相关的知识转化？

Key things we do: 我们做的关键的事情:

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐
☐
☐

Systematic approach, fully deployed, fact based cycles of improvement
系统性方法被充分拓展
基于改进周期的数据

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

Category 5 Human Resource Focus

第5部分 关注人力资源

Developing & Realizing The Full Potential Of All Employees

开发并实现所有员工的全部潜能

- (1) Do we organize and manage work and jobs to promote cooperation, initiative/innovation, our organizational culture, and the agility to keep current with business needs?

我们是否对工作加以了组织和管理，以促进合作性、主动性/创新性、组织文化，以及保持与当前商业需求同步的能力？

Key things we do: 我们做的关键的事情:

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐☐

Systematic approach, fully deployed, fact based cycles of improvement

系统性方法被充分拓展
基于改进周期的数据

☐

- (2) Do we address and deliver employee education, training, and development?

我们是否致力于并进行了员工教育、培训和发展？

Key things we do: 我们做的关键的事情:

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐☐

Systematic approach, fully deployed, fact based cycles of improvement

系统性方法被充分拓展
基于改进周期的数据

☐

- (3) Do we ensure workplace health, safety, and ergonomics?

我们是否确保了工作场所的健康、安全和人类工程学？

Key things we do: 我们做的关键的事情:

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No systematic approach		Systematic approach, reasonably deployed		Systematic approach, fully deployed, fact based cycles of improvement
没有系统性方法		系统性方法被合理拓展		系统性方法被充分拓展 基于改进周期的数据

- (4) Do we determine the key factors that affect employee well-being, satisfaction, and motivation?

我们是否确定了影响员工福利、满意度，以及动力的关键因素？

Key things we do: 我们做的关键的事情：

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No systematic approach		Systematic approach, reasonably deployed		Systematic approach, fully deployed, fact based cycles of improvement
没有系统性方法		系统性方法被合理拓展		系统性方法被充分拓展 基于改进周期的数据

- (5) Do we use formal and/or informal assessment methods and measures to determine employee well-being, satisfaction, and motivation?

我们是否使用正式的和/或非正式的评估和测量方法，以确定员工的福利、满意度和动力？

Key things we do: 我们做的关键的事情

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No systematic approach		Systematic approach, reasonably deployed		Systematic approach, fully deployed, fact based cycles of improvement
没有系统性方法		系统性方法被合理拓展		系统性方法被充分拓展 基于改进周期的数据

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

Category 6 Process Management

第 6 部分 过程管理

Managing Value Creation Processes Effectively

有效的管理价值创造过程

- (1) What are our key value creation processes (i.e., product/service design and production / delivery systems and processes)?

我们关键的价值创造过程是什么（如产品/服务涉及和生产/交付系统及过程）？

Key value creation processes: 关键的价值创造过程:

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐☐☐

Systematic approach, fully deployed, fact based cycles of improvement

系统性方法被充分拓展
基于改进周期的数据

- (2) Do we determine key value creation process requirements? What are the key requirements for these processes?

我们是否确定了关键的价值创造过程要求？这些过程的关键要求是什么？

Key things we do to determine requirements and a listing of the key requirements: 我们做的确定要求以及列出关键要求的事情有:

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐☐☐

Systematic approach, fully deployed, fact based cycles of improvement

系统性方法被充分拓展
基于改进周期的数据

- (3) Do we design our key value creation processes to meet all key requirements?

我们是否对关键价值创造过程进行了设计以满足所有关键要求？

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

Key things we do: 我们做的事情有:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No systematic approach		Systematic approach, reasonably deployed		Systematic approach, fully deployed, fact based cycles of improvement
没有系统性方法		系统性方法被合理拓展		系统性方法被充分拓展 基于改进周期的数据

(4) What are our key performance measures or indicators used for the control and improvement of our value creation processes?

用于价值创造过程控制和改进的关键业绩测量或指标是什么？

Key performance measures or indicators: 关键业绩测量或指标有:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No systematic approach		Systematic approach, reasonably deployed		Systematic approach, fully deployed, fact based cycles of improvement
没有系统性方法		系统性方法被合理拓展		系统性方法被充分拓展 基于改进周期的数据

(5) What are our key support processes?

什么是关键的支持过程？

Key support processes: 关键的支持过程有:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No systematic approach		Systematic approach, reasonably deployed		Systematic approach, fully deployed, fact based cycles of improvement
没有系统性方法		系统性方法被合理拓展		系统性方法被充分拓展 基于改进周期的数据

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

Category 6 Process Management (continued)

第 6 部分 过程管理（续）

- (6) Do we determine key support process requirements? What are the key requirements for these support processes?

我们是否确定了关键支持过程的要求？这些支持过程的关键要求是什么？

Key things we do to determine requirements and a listing of the key requirements:我们所作的确定要求并列出的关键要求的事情有：

☐

No systematic approach

没有系统性方法

☐

Systematic approach, reasonably deployed

系统性方法被合理拓展

☐☐

Systematic approach, fully deployed, fact based cycles of improvement

系统性方法被充分拓展
基于改进周期的数据

☐

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

Category 7 Results

第 7 部分 结果

Tracking & Using Key Results

跟踪并使用关键的结果

- (1) What are our current levels and trends in key measures or indicators of customer satisfaction and dissatisfaction?

在对顾客是否满意的关键测量或指标中，我们当前的水平和趋势是什么？

Results we track (display in graphical form where possible): 我们跟踪的结果（如果可能的话用图表的形式显示）：

☐☐☐☐☐

No results or
poor results

Good performance and
improvement trends for
for most performance areas
important to the organization
表现良好,对组织重要的大部分
表现指标都呈现进步趋势

Sustained performance
excellence, equal to
best in class

没有结果或
是结果很差

持续呈现最佳表现, 是
行业中模范

- (2) What are our current levels and trends in key measures or indicators of product and service performance that are important to our customers?

在对顾客重要的产品和服务业绩的关键测量或指标中，我们当前的水平和趋势是什么？

Results we track (display in graphical form where possible): 我们跟踪的结果（如果可能的话用图表的形式显示）：

☐☐☐☐☐

No results or
poor results

Good performance and
improvement trends for
for most performance areas
important to the organization
表现良好,对组织重要的大部分
表现指标都呈现进步趋势

Sustained performance
excellence, equal to
best in class

没有结果或
是结果很差

持续呈现最佳表现, 是
行业中模范

- (3) What are our current levels and trends in key measures or indicators of financial performance?

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

在对金融业绩的关键测量或指标中，我们当前的水平和趋势是什么？

Results we track (display in graphical form where possible): 我们跟踪的结果（如果可能的话用图表的形式显示）：

☐

No results or poor results

没有结果或是结果很差

☐

Good performance and improvement trends for for most performance areas important to the organization
表现良好,对组织重要的大部分表现指标都呈现进步趋势

☐
☐

Sustained performance excellence, equal to best in class

持续呈现最佳表现, 是行业中模范

☐

(4) What are our current levels and trends in key measures or indicators of marketplace performance?

在市场业绩的关键测量或指标中，我们当前的水平和趋势是什么？

Results we track (display in graphical form where possible): 我们跟踪的结果（如果可能的话用图表的形式显示）：

☐

No results or poor results

没有结果或是结果很差

☐

Good performance and improvement trends for for most performance areas important to the organization
表现良好,对组织重要的大部分表现指标都呈现进步趋势

☐
☐

Sustained performance excellence, equal to best in class

持续呈现最佳表现, 是行业中模范

☐

(5) What are our current levels and trends in key measures or indicators of employee well-being, satisfaction and dissatisfaction?

在员工福利、满意与不满意的关键测量或指标中，我们当前的水平和趋势是什么？

Results we track (display in graphical form where possible): 我们跟踪的结果（如果可能的话用图表的形式显示）：

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

<div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto;"></div>
<p>No results or poor results</p> <p>没有结果或是结果很差</p>	<p>Good performance and improvement trends for for most performance areas important to the organization</p> <p>表现良好,对组织重要的大部分表现指标都呈现进步趋势</p>	<p>Sustained performance excellence, equal to best in class</p> <p>持续呈现最佳表现, 是行业中模范</p>		

(6) What are our current levels and trends in key measures or indicators of the operational performance of our key value creation processes and support processes?

在关键价值过程和支持过程运作业绩的关键测量或指标中，我们当前的水平和趋势是什么？

Results we track (display in graphical form where possible): 我们跟踪的结果（如果可能的话用图表的形式显示）：

<div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto;"></div>
<p>No results or poor results</p> <p>没有结果或是结果很差</p>	<p>Good performance and improvement trends for for most performance areas important to the organization</p> <p>表现良好,对组织重要的大部分表现指标都呈现进步趋势</p>	<p>Sustained performance excellence, equal to best in class</p> <p>持续呈现最佳表现, 是行业中模范</p>		

(7) What are our results for key measures or indicators of ethical behavior?

道德行为关键测量或指标的结果是什么？

Results we track (display in graphical form where possible): 我们跟踪的结果（如果可能的话用图表的形式显示）：

<div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto;"></div>
<p>No results or poor results</p> <p>没有结果或是结果很差</p>	<p>Good performance and improvement trends for for most performance areas important to the organization</p> <p>表现良好,对组织重要的大部分表现指标都呈现进步趋势</p>	<p>Sustained performance excellence, equal to best in class</p> <p>持续呈现最佳表现, 是行业中模范</p>		

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

(8) What are our results for key measures or indicators of regulatory and legal compliance?
法规和规章符合性的关键测量或指标的结果是什么？

Results we track (display in graphical form where possible) 我们跟踪的结果（如果可能的话用图表的形式显示）：



No results or
poor results

没有结果或
是结果很差



Good performance and
improvement trends for
for most performance areas
important to the organization
表现良好,对组织重要的大部分
表现指标都呈现进步趋势



Sustained performance
excellence, equal to
best in class

持续呈现最佳表现, 是
行业中模范

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

Summary of Significant Opportunities for Improvement

重大改进时机概要

Instructions: Review your completed self assessment document and identify what you feel are the most significant opportunities for improvement, or gaps, in your organization's quest for excellence. The following sequence and format is suggested, but you may use any approach that works for you or your organization's teams.

说明：评审你的完全自我评估文件，并识别出你认为组织追求卓越业绩最重大的改进时机或缺陷。建议使用下列顺序和格式，但是你可以使用任何你或你的小组所用的方法。

Tips for effective identification of gaps and areas for improvement:

有效的识别缺陷和改进领域：

- Refer to your previously developed and documented **Key Organization Factors**. The most important gaps and improvement opportunities to address should be those that have the most direct impact on accomplishing **your** key objectives within the framework of **your** organization's operating environment.
参考你前期发现并文件化的关键组织因素。要致力的最重大的缺陷和改进机会，应该是那些对你组织运作环境的框架内完成你的关键目标有着最直接影响的。
- Remember, any organization can fully focus on only a few key improvement actions at any given time.
请记住，任何组织可以在任何给定的时间内充分关注少数几个关键重要的活动。
- You are searching for the highest leverage improvements in the shortest period of time; again, depending on the needs of your organization.
你正在短期内寻求最优的改进，此外，还取决于你组织的需求。
- Prioritizing through team meetings and brainstorming is usually the fastest and most effective method to be used here. Then go back a few days later and reprioritize to ensure full input.
通过小组会议以及头脑风暴法区分优先权通常是所用方法中最快、最有效的。然后加以修正，并要优先确保充分的输入。

Review questions from the self assessment that you used. Identify 2 to 4 of what you feel are the most significant gaps in all 7 categories of the assessment.

评审使用自我评估发现的问题。识别评估的 7 个部分中你感觉最重大的 2-4 个缺陷。

Category 1, Leadership: 第 1 部分：领导力

1. _____
2. _____
3. _____
4. _____

Performance Excellence Self Assessment
业绩卓越自我评估——科飞咨询翻译

Category 2, Strategic Planning: 第 2 部分: 战略策划

1. _____
2. _____
3. _____
4. _____

Category 3, Customer and Market Focus 第3部分: 关注顾客和市场

1. _____
2. _____
3. _____
4. _____

Category 4, Measurement, Analysis, and Knowledge Management
第 4 部分: 测量、分析、以及知识管理

1. _____
2. _____
3. _____
4. _____

Category 5, Human Resource Focus 第5部分: 关注人力资源

1. _____
2. _____
3. _____
4. _____

Category 6, Process Management 第 6 部分: 过程管理

1. _____
2. _____
3. _____
4. _____

Performance Excellence Self Assessment
业绩卓越自我评估——科飞咨询翻译

Category 7, Results 第 7 部分: 结果

1. _____
2. _____
3. _____
4. _____

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

Summary of most significant gaps to address in the action plan

在活动计划中要致力的最重大的缺陷概要

Instructions: Review the previously identified significant gaps, and refer to your **key factors** again. Are there cross cutting issues, or common themes starting to develop across the 7 categories? Are there key issues that management has identified as being currently top priority? Has your team identified some opportunities during the brainstorming that can be accomplished quickly and with maximum impact on results?

说明：评审前期所识别的重大缺陷，同时再参考你的关键因素。是否有交叉性问题，或统一主题贯穿于 7 部分？是否有当前已经被确认为最需优先考虑的关键问题？你的小组是否在头脑风暴中确定了一些能够快速完成的、并且对结果最有影响的时机？

Now prioritize the most significant gaps. Then list them below (no more than 8 to 10 of your highest priority opportunities to focus on that will have the most impact on your organization's performance excellence). These are your organization's **critical few** opportunities. Save the rest to address in the future for cycles of improvement.

现在区分最重大缺陷的优先次序。然后在下面一一列出（关注对组织业绩卓越最有影响的 8-10 个最优时机）。这些是你组织的关键的几个改进时机。将其他的保存，以备将来的改进周期使用。

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

Establishing an action plan for improvement

为改进建立活动计划

Instructions: In establishing an action plan for the top 8 to 10 gaps, be sure to be realistic about resources for implementation. Be sure top management is supportive of and agrees to the action plan. Also, be sure that the planned actions tie to future strategic plans, are supportive of those plans, or that the strategic plan will be updated as a result of the action.

说明：为排在最前面的 8-10 个缺陷建立活动计划，确保实施过程所需的资源。确保高层管理者支持并同意该活动计划。同样，要确保策划的活动依附于未来的战略计划，并且支持那些计划，或者战略计划依据活动的结果适时加以更新。

Opportunity #1 时机 1

- Area for improvement (Gap):改进的领域（缺陷）：
- Actions required:所需的活动：
- When will it be done? 活动实施的时机？
- Who is responsible? 谁负责？
- Sponsor/Resource (Sr. Leader, etc.): 发起人/资源（高层领导，等等）：
- How will we evaluate our progress? 我们怎样评价我们的进展？

Opportunity #2 时机 2

- Area for improvement (Gap): 改进的领域（缺陷）：
- Actions required: 所需的活动：
- When will it be done? 活动实施的时机？
- Who is responsible? 谁负责？
- Sponsor/Resource (Sr. Leader, etc.): 发起人/资源（高层领导，等等）：

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

- How will we evaluate our progress? 我们怎样评价我们的进展？

Opportunity #3 时机 3

- Area for improvement (Gap): 改进的领域（缺陷）：
- Actions required: 所需的活动：
- When will it be done? 活动实施的时机？
- Who is responsible? 谁负责？
- Sponsor/Resource (Sr. Leader, etc.): 发起人/资源（高层领导，等等）：
- How will we evaluate our progress? 我们怎样评价我们的进展？

Opportunity #4

- Area for improvement (Gap): 改进的领域（缺陷）：
- Actions required: 所需的活动：
- When will it be done? 活动实施的时机？
- Who is responsible? 谁负责？
- Sponsor/Resource (Sr. Leader, etc.): 发起人/资源（高层领导，等等）：
- How will we evaluate our progress? 我们怎样评价我们的进展？

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

Opportunity #5

- Area for improvement (Gap): 改进的领域（缺陷）：
- Actions required: 所需的活动：
- When will it be done? 活动实施的时机？
- Who is responsible? 谁负责？
- Sponsor/Resource (Sr. Leader, etc.): 发起人/资源（高层领导，等等）：
- How will we evaluate our progress? 我们怎样评价我们的进展？

Opportunity #6

- Area for improvement (Gap): 改进的领域（缺陷）：
- Actions required: 所需的活动：
- When will it be done? 活动实施的时机？
- Who is responsible? 谁负责？
- Sponsor/Resource (Sr. Leader, etc.): 发起人/资源（高层领导，等等）：
- How will we evaluate our progress? 我们怎样评价我们的进展？

Opportunity #7

- Area for improvement (Gap): 改进的领域（缺陷）：

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

- Actions required: 所需的活动:
- When will it be done? 活动实施的时机?
- Who is responsible? 谁负责?
- Sponsor/Resource (Sr. Leader, etc.): 发起人/资源（高层领导，等等）:
- How will we evaluate our progress? 我们怎样评价我们的进展?

Opportunity #8

- Area for improvement (Gap): 改进的领域（缺陷）:
- Actions required: 所需的活动:
- When will it be done? 活动实施的时机?
- Who is responsible? 谁负责?
- Sponsor/Resource (Sr. Leader, etc.): 发起人/资源（高层领导，等等）:
- How will we evaluate our progress? 我们怎样评价我们的进展?

Opportunity #9

- Area for improvement (Gap): 改进的领域（缺陷）:
- Actions required: 所需的活动:

Performance Excellence Self Assessment

业绩卓越自我评估——科飞咨询翻译

- When will it be done? 活动实施的时机？
- Who is responsible? 谁负责？
- Sponsor/Resource (Sr. Leader, etc.): 发起人/资源（高层领导，等等）：
- How will we evaluate our progress? 我们怎样评价我们的进展？

Opportunity #10

- Area for improvement (Gap): 改进的领域（缺陷）：
- Actions required: 所需的活动：
- When will it be done? 活动实施的时机？
- Who is responsible? 谁负责？
- Sponsor/Resource (Sr. Leader, etc.): 发起人/资源（高层领导，等等）：
- How will we evaluate our progress? 我们怎样评价我们的进展？