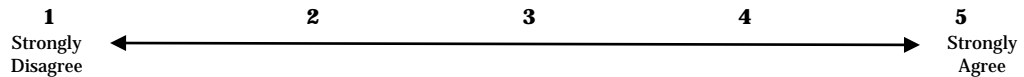


# Process Performance Index

Use this scorecard to evaluate your process management environment. Circle the number on each 5-point scale which best describes how your organization manages its key business processes.

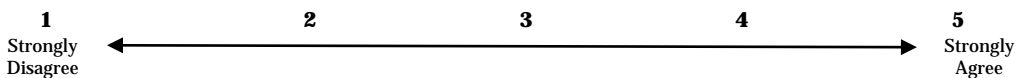
**1. Alignment with strategy**

*Business processes are directly linked to the organization's strategy and critical success factors.*



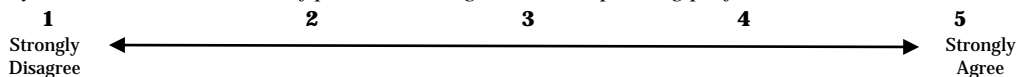
**2. Holistic approach**

*Enterprise business processes are defined before launching improvement initiatives (e.g., Six Sigma).*



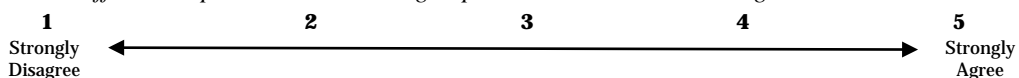
**3. Process awareness by management and employees**

*Key players understand the role of process management in improving performance.*



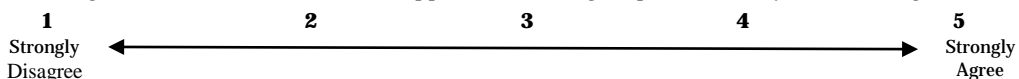
**4. Portfolio of process management initiatives**

*Improvement efforts are prioritized according to process "health" and linkage to current issues.*



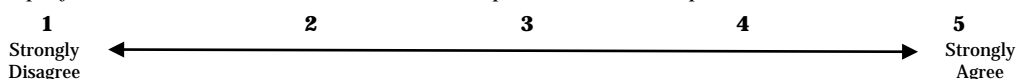
**5. Process improvement methodology**

*Process management teams use a standard approach to navigate process analysis and design.*



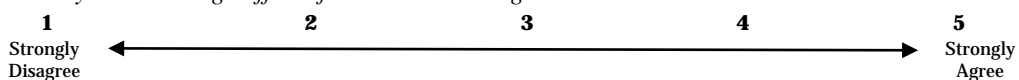
**6. Process metrics**

*Process performance is measured at the individual, process, and enterprise levels.*



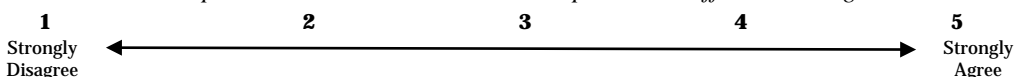
**7. Customer focus**

*Process analysis and design efforts focus on delivering value to the customer.*



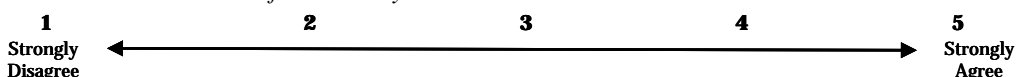
**8. Process management**

*Process owners monitor process metrics and continuous improvement efforts on a regular basis.*



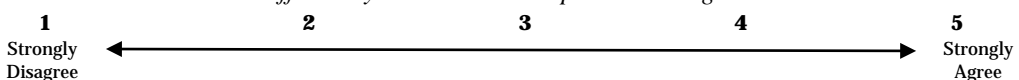
**9. Information systems**

*Process is the "master" and information systems are the "servants."*



**10. Change management**

*People and cultural issues are effectively addressed when process changes are introduced.*

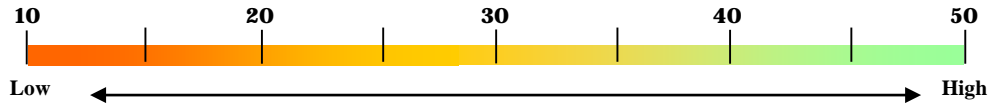


See next page to interpret your results.

# Process Performance Index

## Interpreting Your Results

Add up your scores for all ten factors and plot the total on the following scale. The lowest possible score is 10 and the highest possible score is 50.



This is your organization's Process Performance Index. It provides a snapshot of how well you're managing key business processes, and identifies opportunities to achieve improved results.

Your Total Score		
10 - 25 pts.	26 - 40 pts.	41 - 50 pts.
<b>Process Management Initiation</b>	<b>Process Management Evolution</b>	<b>Process Management Mastery</b>
<i>Your organization could achieve significant benefits by focusing on your business processes in a deliberate and disciplined manner.</i>	<i>Your organization has not reached its process management potential and is "leaving significant process money on the table."</i>	<i>Process management is a "way of life" in your organization; it's fully integrated into planning and performance evaluation.</i>
<p><b>Suggested Next Steps:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Designate a process management sponsor to identify the tangible benefits of launching a comprehensive process management program or re-launching your existing program.</li> <li><input type="checkbox"/> Educate your managers on process management concepts.</li> <li><input type="checkbox"/> Develop a formal plan for attacking process opportunities in an organized manner.</li> <li><input type="checkbox"/> Reach consensus on the plan and incorporate the program in your planning cycle.</li> </ul>	<p><b>Suggested Next Steps:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Make a conscious effort to re-evaluate your process improvement program during the current planning cycle.</li> <li><input type="checkbox"/> Ensure that your management team members are committed to process management.</li> <li><input type="checkbox"/> Verify that process owners and design teams have the right tools and training.</li> <li><input type="checkbox"/> Identify the tangible and intangible deficiencies in your process management program.</li> <li><input type="checkbox"/> Develop a game plan for resolving these deficiencies and incorporate these action items in your business plan.</li> </ul>	<p><b>Suggested Next Steps:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Train your new managers on process management tools and concepts.</li> <li><input type="checkbox"/> Continue to share internal "process best practices" across your organization.</li> <li><input type="checkbox"/> Verify that the correct process measures are being used in your planning process.</li> <li><input type="checkbox"/> Consider acquiring additional process management tools for your design teams (e.g., process modeling software).</li> <li><input type="checkbox"/> Consider using enterprise value chains to manage your business.</li> </ul>