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.*
   
   ![Scorecard Image]

2. **Holistic approach**
   *Enterprise business processes are defined before launching improvement initiatives (e.g., Six Sigma).*
   
   ![Scorecard Image]

3. **Process awareness by management and employees**
   *Key players understand the role of process management in improving performance.*
   
   ![Scorecard Image]

4. **Portfolio of process management initiatives**
   *Improvement efforts are prioritized according to process “health” and linkage to current issues.*
   
   ![Scorecard Image]

5. **Process improvement methodology**
   *Process management teams use a standard approach to navigate process analysis and design.*
   
   ![Scorecard Image]

6. **Process metrics**
   *Process performance is measured at the individual, process, and enterprise levels.*
   
   ![Scorecard Image]

7. **Customer focus**
   *Process analysis and design efforts focus on delivering value to the customer.*
   
   ![Scorecard Image]

8. **Process management**
   *Process owners monitor process metrics and continuous improvement efforts on a regular basis.*
   
   ![Scorecard Image]

9. **Information systems**
   *Process is the “master” and information systems are the “servants.”*
   
   ![Scorecard Image]

10. **Change management**
    *People and cultural issues are effectively addressed when process changes are introduced.*
    
    ![Scorecard Image]

See next page to interpret 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.

<table>
<thead>
<tr>
<th>Your Total Score</th>
<th>10 - 25 pts.</th>
<th>26 - 40 pts.</th>
<th>41 - 50 pts.</th>
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<tbody>
<tr>
<td>Your organization could achieve significant benefits by focusing on your business processes in a deliberate and disciplined manner.</td>
<td>Your organization has not reached its process management potential and is “leaving significant process money on the table.”</td>
<td>Process management is a “way of life” in your organization; it’s fully integrated into planning and performance evaluation.</td>
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**Suggested Next Steps:**
- Designate a process management sponsor to identify the tangible benefits of launching a comprehensive process management program or re-launching your existing program.
- Educate your managers on process management concepts.
- Develop a formal plan for attacking process opportunities in an organized manner.
- Reach consensus on the plan and incorporate the program in your planning cycle.
- Make a conscious effort to re-evaluate your process improvement program during the current planning cycle.
- Ensure that your management team members are committed to process management.
- Verify that process owners and design teams have the right tools and training.
- Identify the tangible and intangible deficiencies in your process management program.
- Develop a game plan for resolving these deficiencies and incorporate these action items in your business plan.
- Train your new managers on process management tools and concepts.
- Continue to share internal “process best practices” across your organization.
- Verify that the correct process measures are being used in your planning process.
- Consider acquiring additional process management tools for your design teams (e.g., process modeling software).
- Consider using enterprise value chains to manage your business.