



**Marlborough Chamber of Commerce**

**Business Excellence Programme**

**2009**

**Self Assessment**



## Introduction

Welcome to the second level of the Marlborough Business Excellence Programme for 2009 - a programme of excellence for all of the business community to engage in. The Marlborough Business Excellence Programme is a programme of achievement and development in business excellence and is in alignment with an internationally recognised business excellence framework. The Marlborough Business Excellence Programme uses the Baldrige Criteria as followed by the New Zealand Business Excellence Foundation and a business entering the Marlborough Business Excellence Awards will therefore be assessed on the 7 key areas as used in the Baldrige Criteria. Completing this Self Assessment gives businesses the opportunity to identify their current situation in these key areas to use immediately as a performance measuring tool and provides foundation material for completing an Entry Form to move through the evaluation process for the 2009 Business Excellence Awards

By requesting this Self Assessment you have become a participant of the programme and you have the choice to progress through the levels within the entire programme at a pace that best suits you and your business in full alignment with the criteria eligibility set for each level.

Becoming a participant gives you access to:

- This Self Assessment
- Attendance at all four workshops dedicated to implementing Business Excellence within your business and supporting the completion of the Entry Form
- The Entry Form to move through the evaluation process
- First options to purchase tickets for the Business Excellence Awards Gala Dinner to be held in November

This programme is for you and your business - regardless of whether you are a sole operator in your first year of business, a managing director of a highly experienced and successful business, or an owner of a business that fits somewhere in between.

It is a programme for all businesses that are led by people who:

- have an interest in doing business better and actively seek out ways of doing this through awareness building, benchmarking, and education
- want to find out where their business is positioned within a specified and proven benchmark system
- want better results including more profits
- want less stress
- want to work smarter and not harder
- want to take advantage of the opportunities that exist in today's and tomorrow's economy
- have an interest in being recognised for their place in the wider business community

## Suggestions for Completing this Self Assessment

- Set aside up to One full day (8-10 hrs) to complete. Preferably when you won't be disturbed and no other matters are immediately pressing. Make sure you are comfortable as well - this is an exercise in working on your business not in it!
- Don't hurry through the assessment to fit within a one day timeframe. If it takes longer for you to complete that's okay, this is not a speed test and if this is the first time you have completed an assessment of this nature on your business it may take a little longer, especially when you start to rationalise your responses and develop strategies for taking action in areas where you identify gaps and want to then take immediate action.
- Be honest with yourself about your business. No one will see this assessment unless you want to share it with others. This is not about judging yourself or your business, nor about being more upbeat about what is happening in your business than what is actually happening right now. Either way neither is beneficial when completing this assessment and you moving ahead and bettering your business' performance.
- Have a dedicated notebook or folder on hand while completing this assessment to record any ideas and options that come up that don't fit within this assessment. There is space provided so you can identify your strengths, opportunities for improvement etc for each area but you may find other aspects that require specific notation elsewhere to be acted on after completing this assessment.

### Part One

In Part One, there are two sections to complete on each of the seven key areas.

- The first section focuses on determining a Final Score for each key area by individually scoring a number of various aspects.
- The second section focuses on validating your Final Score for this area in some detail, identifying your strengths and what opportunities you see that can be filled to progress you to where you would like to see your business positioned in performance relative to that key area.

### Part Two

In Part Two, you then determine your Overall Score across all seven key areas. The conclusion then guides you through what to do once you have fully completed this assessment.

This workbook follows an aligned process to the external evaluation process of the Business Excellence Awards so start at the beginning, follow the instructions and work your way through.

## Part One

## Business Input No 1 - LEADERSHIP

**The leaders are the people in your business that are responsible for guiding and managing the business.** This section is about the extent of how well the leaders set business direction, performance expectations, and behaviours and how well they monitor the performance of the business. Leadership is also about how well the business ensures compliance with legal and regulatory requirements, public responsibility and how ethical behaviour is encouraged.

Consider each of the following statements and then

1. Using the Individual Score Chart on the right, determine which score (0-10) is the most accurate and honest assessment of how your business currently performs in each area.
2. Add up your individual scores and then using the Score Conversion Chart on the right, determine your Final Score. Transfer this Leadership Final Score to Page 19.

	Score
1. Our leaders set a clear direction for the organisation and communicate it effectively to all employees.	
2. Leadership is visible throughout our organisation.	
3. The leaders demonstrate the organisation's stated values, therefore model the behaviours expected of employees.	
4. Everyone in the organisation understands his or her performance expectations.	
5. Leaders encourage open, two-way communication throughout the organisation.	
6. Leaders understand and encourage a strong customer focus in the organisation.	
7. Learning and developing future leaders is a regular part of daily work and practiced at personal, work unit and organisational levels.	
8. Leaders focus on delivering performance that provides a balance of value for customers, employees and other stakeholders.	
9. Leaders always seeking new ways to grow / sustain the organisation.	
10. Leaders set the tone and provide guidelines on ethical and legal behaviour.	
11. Leaders practice good citizenship and stress employee responsibilities to the local community and public.	
12. Leaders inspire and motivate the entire work force, stimulating a culture of innovation, initiative and continuous improvement throughout the organisation.	
13. The organisation has robust governance practices in areas such as management accountability, financial management, decision making and independent audit to ensure the protection of stakeholder interests.	
14. The organisation has strong practices and measures in place to ensure products, services and operations have no adverse impact on the public.	
<b>Combined Score</b>	

## Individual Score Chart

9-10	We are world class at this & acknowledged as a leader in this field. Others come to learn from us.
7-8	No significant gaps & we are being acknowledged for the way we do things.
5-6	Strong evidence of this being our practice with ongoing activity in evaluation & improvements.
3-4	Practice of this is well underway & there is some evidence of its implementation.
1-2	Evidence of a start made. What we do at present works but it could be a lot better.
0	No evidence of this exists. Instead we rely on anecdotal evidence in this area.

## Score Conversion Chart

Combined Score	Final Score
Over 115	<b>10</b>
105 - 115	<b>9</b>
91 - 104	<b>8</b>
80 - 90	<b>7</b>
65 - 79	<b>6</b>
51 - 64	<b>5</b>
40 - 50	<b>4</b>
26 - 39	<b>3</b>
16 - 25	<b>2</b>
10 - 15	<b>1</b>
Under 10	<b>0</b>

## LEADERSHIP

Now is the time for some reflection on where you are now (General Notes, Strengths & Opportunities), where you want to be in the future (Goals/Objectives), and what you need to do to get there (Action Plan).

First, go back to the description you wrote on Leadership in your Mini Self Assessment and review this against the statements covered in this category. Expand on this description under General Notes making some notes of what stands out for you in what you are doing well and how this is happening in regard to the different aspects of this category.

Now note the top three to four Strengths you can identify and the top three to four gaps you see happening in this category between where you are now and where you'd like to be and note them under Opportunities. Create a Goal or Objective around each of these Opportunities and design a simple action plan (first three steps) to support this goal. Use what you do well already that you have identified in your 'General Notes' and 'Strengths' to help create the best action plan for you – transferring skills, knowledge and experience from these areas into these areas you want to make better. If you can't identify three or four Opportunities look at your Strengths and decide where you can do better with these and create a goal and an appropriate Action Plan here.

Lastly, look at each of your Goals or Objectives and highlight the one that most appeals or is most important to your business' performance and highlight this goal and action plan. This is where you take action first if you choose to prioritise your focus.

### General Notes

Strengths

Opportunities

Goals/Objectives

Action Plan Notes

---

## Business Input No 2 – STRATEGY AND PLANNING

**Strategy is the process by which the future direction of the business is determined. Planning involves determining the actions, responsibilities and resources that will ensure the business achieves its short and long term strategies.**

This section is about how you establish strategy and plans, communicate these and monitor your performance to your plan.

Consider each of the following statements and then

1. Using the Individual Score Chart on the right, determine which score (0-10) is the most accurate and honest assessment of how your business currently performs in each area.
2. Add up your individual scores and then using the Score Conversion Chart on the right, determine your Final Score. Transfer this Strategy and Planning Final Score to Page 19.

	Score
1. There is a process for planning future direction.	
2. Everyone has input or involvement at some stage in the planning	
3. A range of inputs are used in planning which include assessment of: organisational strengths and weaknesses, external (eg regulatory, technological) impacts, customer and market needs, competitive information, risks, capability needs / gaps, operational as well as supplier and partner capabilities and needs.	
4. The plans include goals, actions, responsibilities, time lines and consider the resources required.	
5. The strategic plan ensures continuity and sustainability of the organisation in the event of emergencies.	
6. Once the strategy is decided, it is clearly documented along with supporting action plans and key performance measures/ indicators.	
7. The plans are communicated to the employees and actions are taken to ensure everyone is committed to achieving the goals.	
8. Action plans performance/ results are tracked and reviewed on a regular basis with all concerned.	
9. The strategic plan effectively balance short and long term challenges and opportunities.	
10. The strategic plan effectively balances the needs of all stakeholders (eg. shareholders, customers, employees, government, community, suppliers, and partners).	
11. The organisation has processes in place to continually measure performance against plans and against changing circumstances (eg new competitive threats, regulatory change, etc).	
<b>Combined Score</b>	

### Individual Score Chart

9-10	We are world class at this & acknowledged as a leader in this field. Others come to learn from us.
7-8	No significant gaps & we are being acknowledged for the way we do things.
5-6	Strong evidence of this being our practice with ongoing activity in evaluation & improvements.
3-4	Practice of this is well underway & there is some evidence of its implementation.
1-2	Evidence of a start made. What we do at present works but it could be a lot better.
0	No evidence of this exists. Instead we rely on anecdotal evidence in this area.

### Score Conversion Chart

Combined Score	Final Score
Over 95	<b>8</b>
80 - 95	<b>7</b>
65 - 79	<b>6</b>
50 - 64	<b>5</b>
40 - 49	<b>4</b>
26 - 39	<b>3</b>
16 - 25	<b>2</b>
10 - 15	<b>1</b>
Under 10	<b>0</b>

## STRATEGY AND PLANNING

Now is the time for some reflection on where you are now (General Notes, Strengths & Opportunities), where you want to be in the future (Goals/Objectives), and what you need to do to get there (Action Plan).

First, go back to the description you wrote on Strategy and Planning in your Mini Self Assessment and review this against the statements covered in this category. Expand on this description under General Notes making some notes of what stands out for you in what you are doing well and how this is happening in regard to the different aspects of this category.

Now note the top three to four Strengths you can identify and the top three to four gaps you see happening in this category between where you are now and where you'd like to be and note them under Opportunities. Create a Goal or Objective around each of these Opportunities and design a simple action plan (first three steps) to support this goal. Use what you do well already that you have identified in your 'General Notes' and 'Strengths' to help create the best action plan for you – transferring skills, knowledge and experience from these areas into these areas you want to make better. If you can't identify three or four Opportunities look at your Strengths and decide where you can do better with these and create a goal and an appropriate Action Plan here.

Lastly, look at each of your Goals or Objectives and highlight the one that most appeals or is most important to your business' performance and highlight this goal and action plan. This is where you take action first if you choose to prioritise your focus.

### General Notes

Strengths

Opportunities

Goals/Objectives

Action Plan Notes

---

## Business Input No 3 – CUSTOMER AND MARKET

Customer and market focus determines customer and market requirements, expectations and preferences, and how your organisation builds its relationship with customers, monitors their satisfaction and develops future opportunities.

This section is about how you align your organisation to the market and customers.

Consider each of the following statements and then

1. Using the Individual Score Chart on the right, determine which score (0-10) is the most accurate and honest assessment of how your business currently performs in each area.
2. Add up your individual scores and then using the Score Conversion Chart on the right, determine your Final Score. Transfer this Customer and Market Final Score to Page 19

	Score
1. Information about current /new customers and their product, service and market requirements is continually gathered and used in all parts of the organisation.	
2. There are processes in place to ensure products and services are continually improved to meet customer and market requirements.	
3. There are processes to gather and action improvements based on customer perception, including satisfaction and dissatisfaction.	
4. There is a process in place to build customer loyalty and retain current business as well as generate positive referrals.	
5. New opportunities are continually sought and developed.	
6. The organisation uses market segmentation information to target product or service delivery.	
7. Customers have the access mechanisms they require to communicate with the organisation. The communications are monitored with action plans developed as required.	
8. Specific programmes are in place to enhance customer satisfaction and build customer loyalty.	
<b>Combined Score</b>	

### Individual Score Chart

9-10	We are world class at this & acknowledged as a leader in this field. Others come to learn from us.
7-8	No significant gaps & we are being acknowledged for the way we do things.
5-6	Strong evidence of this being our practice with ongoing activity in evaluation & improvements.
3-4	Practice of this is well underway & there is some evidence of its implementation.
1-2	Evidence of a start made. What we do at present works but it could be a lot better.
0	No evidence of this exists. Instead we rely on anecdotal evidence in this area.

### Score Conversion Chart

Combined Score	Final Score
Over 75	<b>8</b>
61 - 75-	<b>7</b>
51- 60	<b>6</b>
41 – 50	<b>5</b>
31 - 40	<b>4</b>
21 – 30	<b>3</b>
16 - 20	<b>2</b>
10 - 15	<b>1</b>
Under 10	<b>0</b>

## CUSTOMER AND MARKET

Now is the time for some reflection on where you are now (General Notes, Strengths & Opportunities), where you want to be in the future (Goals/Objectives), and what you need to do to get there (Action Plan).

First, go back to the description you wrote on Customer and Market in your Mini Self Assessment and review this against the statements covered in this category. Expand on this description under General Notes making some notes of what stands out for you in what you are doing well and how this is happening in regard to the different aspects of this category.

Now note the top three to four Strengths you can identify and the top three to four gaps you see happening in this category between where you are now and where you'd like to be and note them under Opportunities. Create a Goal or Objective around each of these Opportunities and design a simple action plan (first three steps) to support this goal. Use what you do well already that you have identified in your 'General Notes' and 'Strengths' to help create the best action plan for you – transferring skills, knowledge and experience from these areas into these areas you want to make better. If you can't identify three or four Opportunities look at your Strengths and decide where you can do better with these and create a goal and an appropriate Action Plan here.

Lastly, look at each of your Goals or Objectives and highlight the one that most appeals or is most important to your business' performance and highlight this goal and action plan. This is where you take action first if you choose to prioritise your focus.

### General Notes

Strengths

Opportunities

Goals/Objectives

Action Plan Notes

---

## Business Input No 4 – INFORMATION AND ANALYSIS

This is the foundation of a performance oriented organisation. It involves having a fact based measurement system using data and information (knowledge) to support key business activities, as well as analysing the performance of the organisation to make decisions.

This section is about how you define the key information and data used by your business and how this is analysed and made available to others both inside and outside the business.

Consider each of the following statements and then

- Using the Individual Score Chart on the right, determine which score (0-10) is the most accurate and honest assessment of how your business currently performs in each area.
- Add up your individual scores and then using the Score Conversion Chart on the right, determine your Final Score. Transfer this Information and Analysis Final Score to Page 19

	Score
1. The right information is collected and analysed to determine overall organisational performance.	
2. The organisation has processes in place to ensure accuracy, reliability, security, timeliness and confidentiality of data, information and knowledge.	
3. Relevant benchmarks and/or comparative data are available to support operational and strategic decision making.	
4. The information provides a balance of measures including customer, employee, financial and organisation specific measures.	
5. The data / information collected support new innovation as well as measuring recent or historical results.	
6. The data reviewed ensures it is current with changing organisational needs.	
7. The leaders use the information to monitor performance against specific goals as well as the performance of the overall organisation.	
8. Information and data provided is in the right format, to the right people, and to the necessary levels in the organisation to ensure required actions can be developed, implemented and supported organisation-wide.	
9. Computer systems do support information collection and analysis needs when required.	
10. The computer hardware and software systems are reliable, secure and user friendly.	
11. The organisation has methods for collecting and transferring knowledge to/from employees, customers, suppliers and partners.	
<b>Combined Score</b>	

### Individual Score Chart

9-10	We are world class at this & acknowledged as a leader in this field. Others come to learn from us.
7-8	No significant gaps & we are being acknowledged for the way we do things.
5-6	Strong evidence of this being our practice with ongoing activity in evaluation & improvements.
3-4	Practice of this is well underway & there is some evidence of its implementation.
1-2	Evidence of a start made. What we do at present works but it could be a lot better.
0	No evidence of this exists. Instead we rely on anecdotal evidence in this area.

### Score Conversion Chart

Combined Score	Final Score
Over 95	<b>9</b>
75 - 95	<b>8</b>
61 - 74-	<b>7</b>
51- 60	<b>6</b>
41 – 50	<b>5</b>
31 - 40	<b>4</b>
21 – 30	<b>3</b>
16 - 20	<b>2</b>
10 - 15	<b>1</b>
Under 10	<b>0</b>

## Information and Analysis

Now is the time for some reflection on where you are now (General Notes, Strengths & Opportunities), where you want to be in the future (Goals/Objectives), and what you need to do to get there (Action Plan).

First, go back to the description you wrote on Information and Analysis in your Mini Self Assessment and review this against the statements covered in this category. Expand on this description under General Notes making some notes of what stands out for you in what you are doing well and how this is happening in regard to the different aspects of this category.

Now note the top three to four Strengths you can identify and the top three to four gaps you see happening in this category between where you are now and where you'd like to be and note them under Opportunities. Create a Goal or Objective around each of these Opportunities and design a simple action plan (first three steps) to support this goal. Use what you do well already that you have identified in your 'General Notes' and 'Strengths' to help create the best action plan for you – transferring skills, knowledge and experience from these areas into these areas you want to make better. If you can't identify three or four Opportunities look at your Strengths and decide where you can do better with these and create a goal and an appropriate Action Plan here.

Lastly, look at each of your Goals or Objectives and highlight the one that most appeals or is most important to your business' performance and highlight this goal and action plan. This is where you take action first if you choose to prioritise your focus.

## General Notes

Strengths

Opportunities

Goals/Objectives

Action Plan Notes

---

## Business Input No 5 – WORKFORCE

Excellent businesses encourage their people to develop and use their full potential while contributing to the achievement of the business' short and long term goals. This includes building a work environment that encourages performance excellence, full participation, as well as personal and organisational growth.

This section is about how you build a work environment that encourages performance excellence and full participation, as well as personal and organisational growth.

Consider each of the following statements and then

- Using the *Individual Score Chart* on the right, determine which score (0-10) is the most accurate and honest assessment of how your business currently performs in each area.
- Add up your individual scores and then using the *Score Conversion Chart* on the right, determine your Final Score. Transfer this Workforce Final Score to Page 19.

	Score
1. Work and jobs are designed so they contribute to employee cooperation, initiative, empowerment and innovation.	
2. The characteristics and skills required by potential employees are identified with new employees recruited using this information.	
3. Employees are motivated and encouraged to use their full potential.	
4. Compensation, recognition and reward/incentive practices reinforce high performance.	
5. Work systems capitalise on the diversity of ideas, cultures and thinking of employees and the wider communities with which the organisation interacts.	
6. The organisation does have formal and informal programmes in place to help employees achieve their learning and career objectives.	
7. Is an emphasis on knowledge and skill development reinforced "on the job" across the organisation.	
8. There is effective communication in place across work units for sharing knowledge and skills.	
9. Employee education and training programmes contribute to the achievement of the organisation's objectives.	
10. Workplace health, safety and ergonomic factors are addressed, monitored and improved.	
11. Key factors that affect employee well being, satisfaction and motivation are determined and monitored regularly to improve the work environment.	
12. The organisation has succession plans in place to develop future managers and leaders.	
<b>Combined Score</b>	

### Individual Score Chart

9-10	We are world class at this & acknowledged as a leader in this field. Others come to learn from us.
7-8	No significant gaps & we are being acknowledged for the way we do things.
5-6	Strong evidence of this being our practice with ongoing activity in evaluation & improvements.
3-4	Practice of this is well underway & there is some evidence of its implementation.
1-2	Evidence of a start made. What we do at present works but it could be a lot better.
0	No evidence of this exists. Instead we rely on anecdotal evidence in this area.

### Score Conversion Chart

Combined Score	Final Score
Over 105	<b>8</b>
91 - 105-	<b>7</b>
75 - 90	<b>6</b>
61 - 74	<b>5</b>
46 - 60	<b>4</b>
31 - 45	<b>3</b>
21 - 30	<b>2</b>
10 - 20	<b>1</b>
Under 10	<b>0</b>

## WORKFORCE

Now is the time for some reflection on where you are now (General Notes, Strengths & Opportunities), where you want to be in the future (Goals/Objectives), and what you need to do to get there (Action Plan).

First, go back to the description you wrote on Workforce in your Mini Self Assessment and review this against the statements covered in this category. Expand on this description under General Notes making some notes of what stands out for you in what you are doing well and how this is happening in regard to the different aspects of this category.

Now note the top three to four Strengths you can identify and the top three to four gaps you see happening in this category between where you are now and where you'd like to be and note them under Opportunities. Create a Goal or Objective around each of these Opportunities and design a simple action plan (first three steps) to support this goal. Use what you do well already that you have identified in your 'General Notes' and 'Strengths' to help create the best action plan for you – transferring skills, knowledge and experience from these areas into these areas you want to make better. If you can't identify three or four Opportunities look at your Strengths and decide where you can do better with these and create a goal and an appropriate Action Plan here.

Lastly, look at each of your Goals or Objectives and highlight the one that most appeals or is most important to your business' performance and highlight this goal and action plan. This is where you take action first if you choose to prioritise your focus.

## General Notes

Strengths

Opportunities

Goals/Objectives

Action Plan Notes

---

## Business Input No 6 – PROCESSES

Processes are the way things are done to carry out the business. Product and service processes include design, delivery and operations. Support processes support the organisation's products and/or services - they can include financial and accounting, customer service, administration, sales and marketing, and information and knowledge management. All processes, whether provided directly or through suppliers/partners, are designed with the customer in mind. They are aligned with strategy, and are monitored and continuously improved.

This section is about how you set and carry out all the processes in your business and how you monitor and improve them.

Consider each of the following statements and then

- Using the Individual Score Chart on the right, determine which score (0-10) is the most accurate and honest assessment of how your business currently performs in each area.
- Add up your individual scores and then using the Score Conversion Chart on the right, determine your Final Score. Transfer this Processes Final Score to Page 19.

**Score**

1. The key processes for delivering customer value and organisational profit / success are known and understood across the organisation.	
2. Key product/service processes are designed to meet current and changing customer requirements.	
3. There is a continual focus on process improvement (technology, cycle time, productivity, cost control, design enhancement, efficiency / effectiveness, etc) in the development of new products and services.	
4. Systems are in place to ensure process improvement requirements are identified, defined, prioritised and implemented.	
5. All key support processes are identified to ensure they meet the requirements of internal and external customers, suppliers and partners.	
6. All key support processes are reviewed, monitored and improved to ensure they meet changing requirements.	
7. Clearly defined performance expectations have been defined for key partners and suppliers.	
8. We work with partners and suppliers to ensure they can and do contribute positively to the creation of customer and organisational value.	
9. The organisation effectively manages its financial resources to support current operations and new developments.	
10. The organisation measures and monitors the business and financial risks associated with current operations and new developments. There also are mitigation plans in place.	
11. The organisation has a robust business continuity plan in the event of an emergency.	
<b>Combined Score</b>	

## Individual Score Chart

9-10	We are world class at this & acknowledged as a leader in this field. Others come to learn from us.
7-8	No significant gaps & we are being acknowledged for the way we do things.
5-6	Strong evidence of this being our practice with ongoing activity in evaluation & improvements.
3-4	Practice of this is well underway & there is some evidence of its implementation.
1-2	Evidence of a start made. What we do at present works but it could be a lot better.
0	No evidence of this exists. Instead we rely on anecdotal evidence in this area.

## Score Conversion Chart

Combined Score	Final Score
Over 95	<b>8</b>
80 - 95	<b>7</b>
65 - 79	<b>6</b>
50 - 64	<b>5</b>
40 - 49	<b>4</b>
26 - 39	<b>3</b>
16 - 25	<b>2</b>
10 - 15	<b>1</b>
Under 10	<b>0</b>

## Processes

Now is the time for some reflection on where you are now (General Notes, Strengths & Opportunities), where you want to be in the future (Goals/Objectives), and what you need to do to get there (Action Plan).

First, go back to the description you wrote on Processes in your Mini Self Assessment and review this against the statements covered in this category. Expand on this description under General Notes making some notes of what stands out for you in what you are doing well and how this is happening in regard to the different aspects of this category.

Now note the top three to four Strengths you can identify and the top three to four gaps you see happening in this category between where you are now and where you'd like to be and note them under Opportunities. Create a Goal or Objective around each of these Opportunities and design a simple action plan (first three steps) to support this goal. Use what you do well already that you have identified in your 'General Notes' and 'Strengths' to help create the best action plan for you – transferring skills, knowledge and experience from these areas into these areas you want to make better. If you can't identify three or four Opportunities look at your Strengths and decide where you can do better with these and create a goal and an appropriate Action Plan here.

Lastly, look at each of your Goals or Objectives and highlight the one that most appeals or is most important to your business' performance and highlight this goal and action plan. This is where you take action first if you choose to prioritise your focus.

## General Notes

Strengths

Opportunities

Goals/Objectives

Action Plan Notes

---

## Business Output – RESULTS

**Results are any business' output activities and go across all inputs that feature in a business. Outputs rate highly when it comes to the excellence in overall performance that a business has actually achieved. This section examines your business' performance and improvement outcomes.**

Consider each of the following six areas in relation to your business' results and then, using the *Final Score Chart* on the right, determine which score (0-7) is the most accurate and honest assessment of how your business currently performs in each area. Transfer each Final Score to Page 19.

**Score**

<p><b>1. Product and Service Results</b> Performances and improvements are measured for in product and/or service category; (subdivided by market segments, customer groups as appropriate) through:</p> <ul style="list-style-type: none"> <li>• Results against target</li> <li>• Results relative to competition</li> <li>• Trends of key measures</li> </ul>	
<p><b>2. Customer-Focused Results</b> Performances and improvements are measured for:</p> <ul style="list-style-type: none"> <li>• Customer satisfaction and dissatisfaction- current level and trends</li> <li>• Customer perceived value and customer loyalty</li> <li>• Positive referrals</li> <li>• Customer relationship building</li> <li>• Results relative to competitors</li> </ul>	
<p><b>3. Financial and Market Results</b> Performances and improvements are measured by market segments as appropriate, including comparative data for:</p> <ul style="list-style-type: none"> <li>• Financial performance including financial return and/or economic value: current and trends</li> <li>• Market share/position, including trends</li> <li>• Business growth</li> <li>• New markets entered, as appropriate</li> </ul>	
<p><b>4. Workforce Results</b> Performances and improvements are measured for:</p> <ul style="list-style-type: none"> <li>• Current levels and trends of key work system performance and effectiveness</li> <li>• Employee well-being, satisfaction and dissatisfaction: current level and trends</li> <li>• Current levels and trends of key measures of learning and development with segmentation reflecting workforce diversity and different employment categories</li> </ul>	

### Final Score Chart

7	World class results, excellent performance levels and business results. Improvement trends are being sustained and industry leadership is being demonstrated.
5-6	Good to excellent current performance levels in all areas with improving trends. A leader in the field with business results addressing most requirements.
3-4	Improvements and good current performance levels in most areas. Benchmarking happening within industry with good business results.
2	Good performance levels being reported in some areas of importance with some measuring of improvements. .
1	Results are not reported in most areas with just improvements being measured in a few areas.
0	No results or poor results exist here.

## Business Output – RESULTS (Continued)

Score

<p><b>5. Organisational Effectiveness Results</b> Segmented into product and service, and by market segments as appropriate, using comparative data, performances and improvements are measured for:</p> <ul style="list-style-type: none"> <li>• Current levels and trends of key measures / indicators of operational performance in the creation of customer and organisational value for:</li> <li>• Productivity</li> <li>• Cycle time</li> <li>• Supplier / partner performance</li> <li>• Other measures of effectiveness and efficiency as applicable</li> <li>• Current levels and trends of key measures / indicators of the operational performance of key processes</li> </ul>	
<p><b>6. Governance and Social Responsibility Results</b> Segmented by business unit as appropriate and drawing on comparative data, performances and improvements are measured as:</p> <ul style="list-style-type: none"> <li>• Key measures / results of strategic plan and of action plans</li> <li>• Measures of ethical behaviour and stakeholder trust in the senior leaders and organisational governance</li> <li>• Key measures of fiscal accountability: internal (required financial performance) and external (meeting legislated / regulatory financial requirements)</li> <li>• Performance relative to regulatory and legal compliance.</li> <li>• Key results demonstrating organisational citizenship in support of key communities.</li> <li>• Environmental results – measures of sustainability</li> <li>• Social results</li> </ul>	

## Final Score Chart

7	World class results, excellent performance levels and business results. Improvement trends are being sustained and industry leadership is being demonstrated.
5-6	Good to excellent current performance levels in all areas with improving trends. A leader in the field with business results addressing most requirements.
3-4	Improvements and good current performance levels in most areas. Benchmarking happening within industry with good business results.
2	Good performance levels being reported in some areas of importance with some measuring of improvements. .
1	Results are not reported in most areas with just improvements being measured in a few areas.
0	No results or poor results exist here.

## Results

Now is the time for some reflection on where you are now (General Notes, Strengths & Opportunities), where you want to be in the future (Goals/Objectives), and what you need to do to get there (Action Plan).

First, go back to the statements you wrote on Results and Outcomes in your Mini Self Assessment and review this against the statements covered in this category. Expand on this description under General Notes making some notes of what stands out for you in what you are doing well and how this is happening in regard to the different aspects of this category.

Now note the top three to four Strengths you can identify and the top three to four gaps you see happening in this category between where you are now and where you'd like to be and note them under Opportunities. Create a Goal or Objective around each of these Opportunities and design a simple action plan (first three steps) to support this goal. Use what you do well already that you have identified in your 'General Notes' and 'Strengths' to help create the best action plan for you – transferring skills, knowledge and experience from these areas into these areas you want to make better. If you can't identify three or four Opportunities look at your Strengths and decide where you can do better with these and create a goal and an appropriate Action Plan here.

Lastly, look at each of your Goals or Objectives and highlight the one that most appeals or is most important to your business' performance and highlight this goal and action plan. This is where you take action first if you choose to prioritise your focus.

## General Notes

Strengths

Opportunities

Goals/Objectives

Action Plan Notes

---

**Part Two**

**Your Overall Score and Conclusion**

Now, if not already done so, transfer your Final Scores from each of the Business Input Nos. 1 – 6 along with the individual Final Scores from the Business Output – Results, into the table below.

**Business Inputs**

Business Input No 1 – Leadership

Business Input No 2 - Strategic Planning

Business Input No 3 - Customer and Market Focus

Business Input No 4 - Information and Analysis

Business Input No 5 – Workforce

Business Input No 6 – Processes

**Scores**


**Results and Outcomes**

1. Product and Service

1. Customer Focus

2. Financial and Market

3. Workforce

4. Organisational Effectiveness

5. Governance and Social Responsibility


Now add up the scores to determine your Self Assessment Overall Score

**OVERALL SCORE**

--

## Your Overall Score

There is a distinct difference between a business that is good or doing great, and a business that is performing to the standards set by the New Zealand Business Excellence Foundation. The Marlborough Chamber of Commerce Business Excellence Programme is aligned closely to the New Zealand Business Excellence Foundation standards, benchmarks and framework.

The following measures your Overall Score against this framework.

### Overall Score

- |         |  |
|---------|--|
| 0 – 15  | This result indicates the opportunity to develop a business excellence culture taking advantage of further education, resources and assistance that is available.  |
| 16 – 25 | This result would normally indicate the culture of business excellence in your business is already established to a certain degree. Should a business scoring in this range seek validation of their Self Assessment Overall Score through an external assessment, then a Business Excellence Awards entry should be considered.   |
| Over 25 | This result would normally indicate the culture of business excellence is strongly established throughout your business. Should a business scoring in this range seek validation of their Self Assessment Overall Score through an external assessment, then a Business Excellence Awards entry should not only be considered but would also allow external recognition of your achievement should they so desire. |

## So what now with this assessment?

Now that you have completed the Self Assessment please ask the following question to yourself.

Do I want validation of this Self Assessment through an external evaluation process to give our business a clear and concise picture of where it is currently positioned in the wider business community?

- |                     |   |
|---------------------|---|
| If you answer - Yes | Request the 2009 Business Excellence Awards Entry Form from the Marlborough Chamber of Commerce to initiate this external evaluation process through the 2009 Business Excellence Awards programme. Submission of an entry requires a full and comprehensive breakdown of the seven key areas of the business excellence framework and how this is evidenced in your business. Having completed this Self Assessment you now have some preparatory and foundation material to work from to complete an entry. |
| If you answer - No  | Advise the Marlborough Chamber of Commerce of your decision not to proceed with an external assessment via the evaluation process for the 2009 Business Excellence Awards.  |

## What happens now?

You have some choices to make regardless of whether you proceed with completing an entry to the 2009 Business Excellence Awards or not. But first - congratulations on committing to and completing this second level in the Business Excellence Programme.

Take a moment now to congratulate yourself and acknowledge what you have just completed and achieved. By committing this time to reflecting on your business from these seven key aspects, you now have an up to the minute, honest and comprehensive self assessment of where your business currently is in alignment with a designated nationally and internationally recognised business excellence framework.

Depending on how you scored your business in the seven key areas you now have a couple of options to choose from.

A. Take no further action.

OR

B. Make the commitment to take some appropriate action for your business to progress on its own journey of business excellence through:

- Attending the Business Excellence Programme workshops, and/or
- Going to the next level of the 2009 Business Excellence Programme by completing an entry to the 2009 Business Excellence Awards, and/or
- Undertaking some other form of business excellence activity outside of the 2009 Business Excellence Programme.

To help in your commitment to take action, please consider the following as part of your immediate action plan.

A. Contact the Marlborough Chamber of Commerce:

- To register for the Business Excellence workshops in June & July.
- To get a copy of the 2009 Business Excellence Awards Entry Form.
- To find out what other options are available to you for building a better business through information, training events, resources and other assistance options.

B. Schedule time in your diary now:

- To attend the Business Excellence workshops. These are an integral part of the process and available to you free of charge, even if you do not complete an entry to the 2009 Business Excellence Awards.
- To begin the completion of the Entry Form. The time needed to complete the Entry Form will depend on a number of factors including whether you are practiced at completing other external assessments, and what documentation you already have to refer to. Completion of this Self Assessment gives you some sound foundation to progress from in completing the Entry Form.
- To action the plans you made throughout this Self Assessment.

The Marlborough Chamber of Commerce acknowledges and thanks the following sponsors for their support of the 2009 Business Excellence Programme.



Insurance Brokers & Risk Managers



80's, 90's and Whatever!



### Marlborough Chamber of Commerce

Level 1 Youell House P: 03 577 7347  
1 Hutcheson Street F: 03 579 5203  
PO Box 658 E: fi@mcoc.org.nz  
Blenheim

