

OPERATIONAL EXCELLENCE GAP ANALYSIS TOOL

Instructions for Using this Tool

- For each numbered statement, place an “x” in the column which best describes your organization
- Sort your responses by category (e.g., “Does not describe organization”). What numbered statements are least descriptive of your organization? Which most closely describe your organization?
- Since the statements reflect best practices of Employers of Choice, the areas where the statement is least reflective of your organization represent areas of possible opportunity.

Organization Review

- Are leaders surprised by the opportunities?
- Are leaders and others in the organization already focusing on those areas?
- Create an Action Plan for Areas of Greatest Need
- Focus on the 2-3 areas where your organization is farthest from best practice.
- Discuss what actions can be taken to improve the areas.
- Create an action plan, including the action step, timeframe, the owner or owners responsible for the action, and measures of success.
- Discuss how the action steps integrate with others areas of your Employer of Choice initiative.



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Operational Excellence Gap Analysis	Does not describe company	Reflects to some degree how our company operates and/or our situation	Fully reflects how our company operates and/or our situation
1. We have an operating strategy that is built around a clear value proposition for our customers			
2. Our operating strategy is built around what our customers, community and governing bodies have to say – not around our feelings or instincts			
3. We continually fine-tune our strategy based on changes in the market			
4. Our strategy is clearly communicated within the organization and to our customers and the community we serve			
5. We deliver services that consistently meet our customers' expectations			
6. Our leaders continually communicate their shared vision for the future			
7. As an organization, we strive to improve productivity			
8. We empower managers and employees to make independent decisions and to find ways to improve operations – including their own			
9. We use recognition and other psychological rewards in addition to financial ones			
10. Decision-making authority is close to the front lines so employees can react to changing market conditions			
14. We have well-established organization values and we abide by them			
15. Our organization is easy to work in and work with			



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16. We promote cooperation and the exchange of information across the organization			
17. We work hard at maintaining systems for seamless sharing of knowledge			
18. We promote from within whenever possible			
19. Our work environment is challenging and satisfying			
20. We create jobs that intrigue and challenge our best performers			
21. Senior management is actively involved in the selection and development of people			
22. We actively encourage management to strengthen its connections with people at all levels of the organization			
23. Our management is dedicated and inspired to hone its capacity to spot opportunities and problems early			
24. Our management sets the tone and atmosphere of mutual respect and trust			

