

(Score = 0)

(Score = 2)

(Score = 4)

(Score = 6)

(Score = 8)

(Score = 10)

<b>Activities</b>	<b>Just beginning</b>	<b>Aware</b>	<b>Informed</b>	<b>Integrating</b>	<b>Understanding</b>	<b>Successful and Renewing</b>
<b>Purpose</b>	No written statement	Statement exists	Mission and tenets defined and visible	Communicated and understood by employees	Used to align and guide the organization	Fully integrated into the structure
<b>Organization as a System</b>	Work as a process is not understood	Major processes are documented	Relationships between processes are documented	Systems thinking and language are common	Systems diagrams are used in the organization	Management systems have integrated the systems view
<b>System Measures</b>	Financial data are used for management reports	Financial and other operational measures are used	Family of measures is assembled and reported regularly	Balanced set of measures, each presented as a time series	Set of measures aligned; both variation and interrelationships are understood	Set of balanced measures fully integrated into all management systems
<b>Information</b>	Information is gathered on an ad hoc, reactive basis	System is based on passive information	System is well documented and includes active sources	Information is documented and communicated	Comprehensive system with analysis and synthesis for decision-making	Marketing leads and integrates information system
<b>Planning for Improvement</b>	No formal long-term planning, reactive culture	Planning for improvement is done on an informal basis	A formal, documented process exists for planning improvement	Integrated process identifies objectives, efforts and resources	All other planning processes are defined and linked with planning to improve	Planning system is regularly improved and integrated in all areas
<b>Managing Improvement Efforts</b>	No system exists to manage improvement efforts	Improvements recognized on an as-needed basis and resources assigned	Leaders provide formal guidance for individuals and teams	Improvements are guided by planning; leaders learn from all improvements	The impact of improvement is understood and actively managed to achieve benefits	Improvement system is integrated and continually improved

<b>Model for Improvement</b>	No standard approach to improvement efforts	Various approaches are used for improvement	Training on the model and expectation of its use	Theory behind the model is understood	Improvements are managed as PDSA cycles	Model for improvement is routinely used by all
<b>Leadership System</b>	Structure does not exist to make improvement a focus of the organization	The importance of improvement is recognized and responsibility assigned	A formal system for improvement is defined	Leadership team assumes responsibility for integrating improvement	Improvement is linked to planning and other key business activities	Improvement is completely integrated into all aspects of operating and developing the business