ArcGIS

A Clear and Concise Reference

PRACTICAL TOOLS FOR SELF-ASSESSMENT

Diagnose projects, initiatives, organizations, businesses and processes using accepted diagnostic standards and practices

Implement evidence-based best practice strategies aligned with overall goals

Integrate recent advances and process design strategies into practice according to best practice guidelines

Use the Self-Assessment tool Scorecard and develop a clear picture of which areas need attention

The Art of Service

ArcGIS

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Complete Self-Assessment Guide

The guidance in this Self-Assessment is based on ArcGIS best practices and standards in business process architecture, design and quality management. The guidance is also based on the professional judgment of the individual collaborators listed in the Acknowledgments.

About The Art of Service

The Art of Service, Business Process Architects since 2000, is dedicated to helping stakeholders achieve excellence.

Defining, designing, creating, and implementing a process to solve a stakeholders challenge or meet an objective is the most valuable role… In EVERY group, company, organization and department.

Unless you're talking a one-time, single-use project, there should be a process. Whether that process is managed and implemented by humans, AI, or a combination of the two, it needs to be designed by someone with a complex enough perspective to ask the right questions.

Someone capable of asking the right questions and step back and say, 'What are we really trying to accomplish here? And is there a different way to look at it?'

With The Art of Service's Standard Requirements Self-Assessments, we empower people who can do just that — whether their title is marketer, entrepreneur, manager, salesperson, consultant, Business Process Manager, executive assistant, IT Manager, CIO etc... —they are the people who rule the future. They are people who watch the process as it happens, and ask the right questions to make the process work better.

Contact us when you need any support with this Self-Assessment and any

help with templates, blue-prints and examples of standard documents you might need:

http://theartofservice.com

service@theartofservice.com

Acknowledgments

This checklist was developed under the auspices of The Art of Service, chaired by Gerardus Blokdyk.

Representatives from several client companies participated in the preparation of this Self-Assessment.

Our deepest gratitude goes out to Matt Champagne, Ph.D. Surveys Expert, for his invaluable help and advise in structuring the Self Assessment.

Mr Champagne can be contacted at

http://matthewchampagne.com/

In addition, we are thankful for the design and printing services provided.

Included Resources - how to access

Included with your purchase of the book is the ArcGIS Self-Assessment Spreadsheet Dashboard which contains all questions and Self-Assessment areas and auto-generates insights, graphs, and project RACI planning - all with examples to get you started right away.

Get it now- you will be glad you did - do it now, before you forget.

How? Simply send an email to access@theartofservice.com with this books' title in the subject to get the ArcGIS Self Assessment Tool right away.

Your feedback is invaluable to us

If you recently bought this book, we would love to hear from you!

You can do this by writing a review on amazon (or the online store where you purchased this book) about your last purchase! As part of our continual service improvement process, we love to hear real client experiences and feedback.

How does it work?

To post a review on Amazon, just log in to your account and click on the Create Your Own Review button (under Customer Reviews) of the relevant product page. You can find examples of product reviews in Amazon. If you purchased from another online store, simply follow their procedures.

What happens when I submit my review?

Once you have submitted your review, send us an email at

review@theartofservice.com with the link to your review so we can properly thank you for your feedback.

Purpose of this Self-Assessment

This Self-Assessment has been developed to improve understanding of the requirements and elements of ArcGIS, based on best practices and standards in business process architecture, design and quality management.

It is designed to allow for a rapid Self-Assessment to determine how closely existing management practices and procedures correspond to the elements of the Self-Assessment.

The criteria of requirements and elements of ArcGIS have been rephrased in the format of a Self-Assessment questionnaire, with a seven-criterion scoring system, as explained in this document.

In this format, even with limited background knowledge of ArcGIS, a manager can quickly review existing operations to determine how they measure up to the standards. This in turn can serve as the starting point of a ‘gap analysis’ to identify management tools or system elements that might usefully be implemented in the organization to help improve overall performance.

How to use the Self-Assessment

On the following pages are a series of questions to identify to what extent your ArcGIS initiative is complete in comparison to the requirements set in standards.

To facilitate answering the questions, there is a space in front of each question to enter a score on a scale of ‘1’ to ‘5’.

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

Read the question and rate it with the following in front of mind:

‘In my belief,

the answer to this question is clearly defined’.

There are two ways in which you can choose to interpret this statement;

1.how aware are you that the answer to the question is clearly defined

2.for more in-depth analysis you can choose to gather evidence and confirm the answer to the question. This obviously will take more time, most Self-Assessment users opt for the first way to interpret the question and dig deeper later on based on the outcome of the overall Self-Assessment.

A score of ‘1’ would mean that the answer is not clear at all, where a ‘5’ would mean the answer is crystal clear and defined. Leave emtpy when the question is not applicable or you don’t want to answer it, you can skip it without affecting your score. Write your score in the space provided.

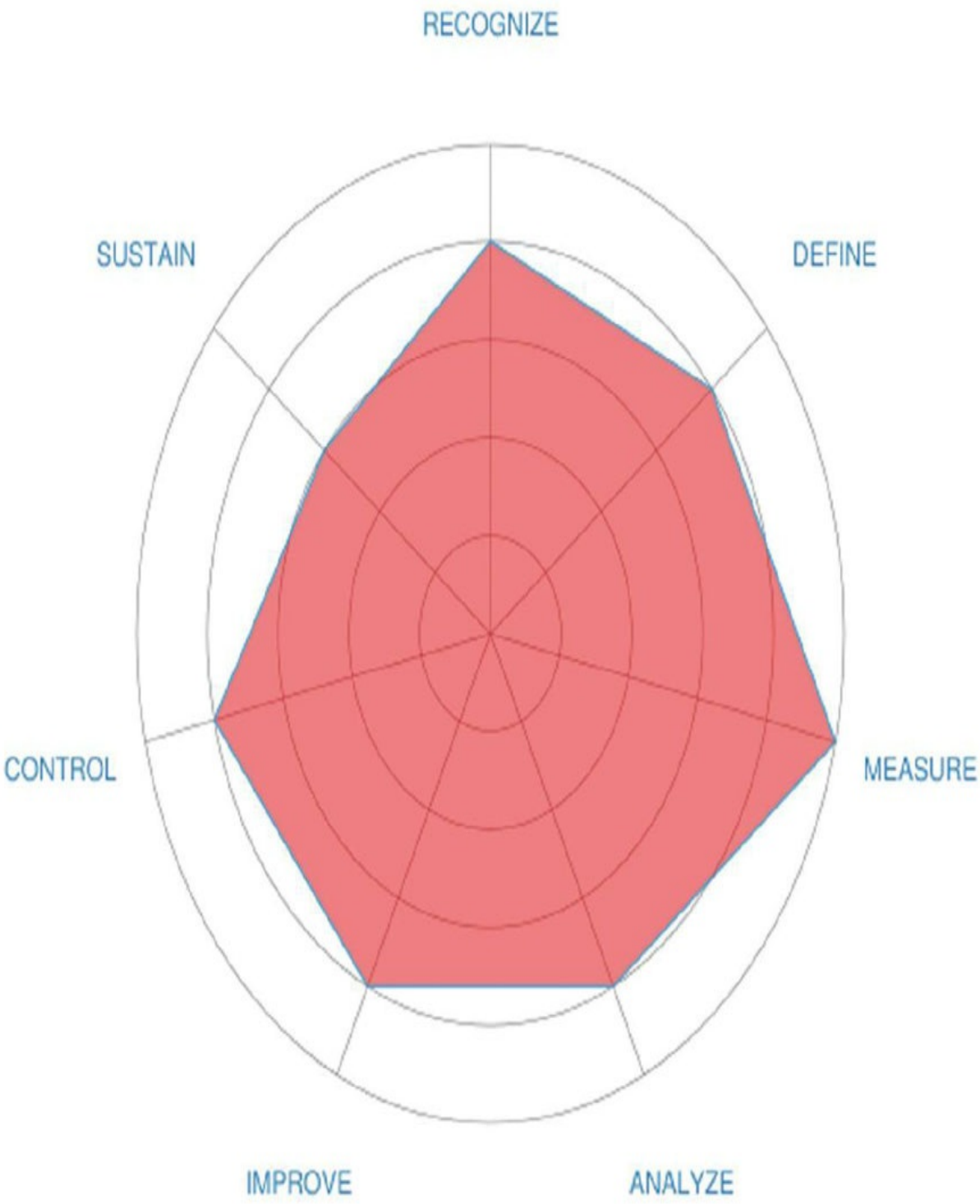
After you have responded to all the appropriate statements in each section, compute your average score for that section, using the formula provided, and round to the nearest tenth. Then transfer to the corresponding spoke in the ArcGIS Scorecard on the second next page of the Self-Assessment.

Your completed ArcGIS Scorecard will give you a clear presentation of which ArcGIS areas need attention.

ArcGIS

Scorecard Example

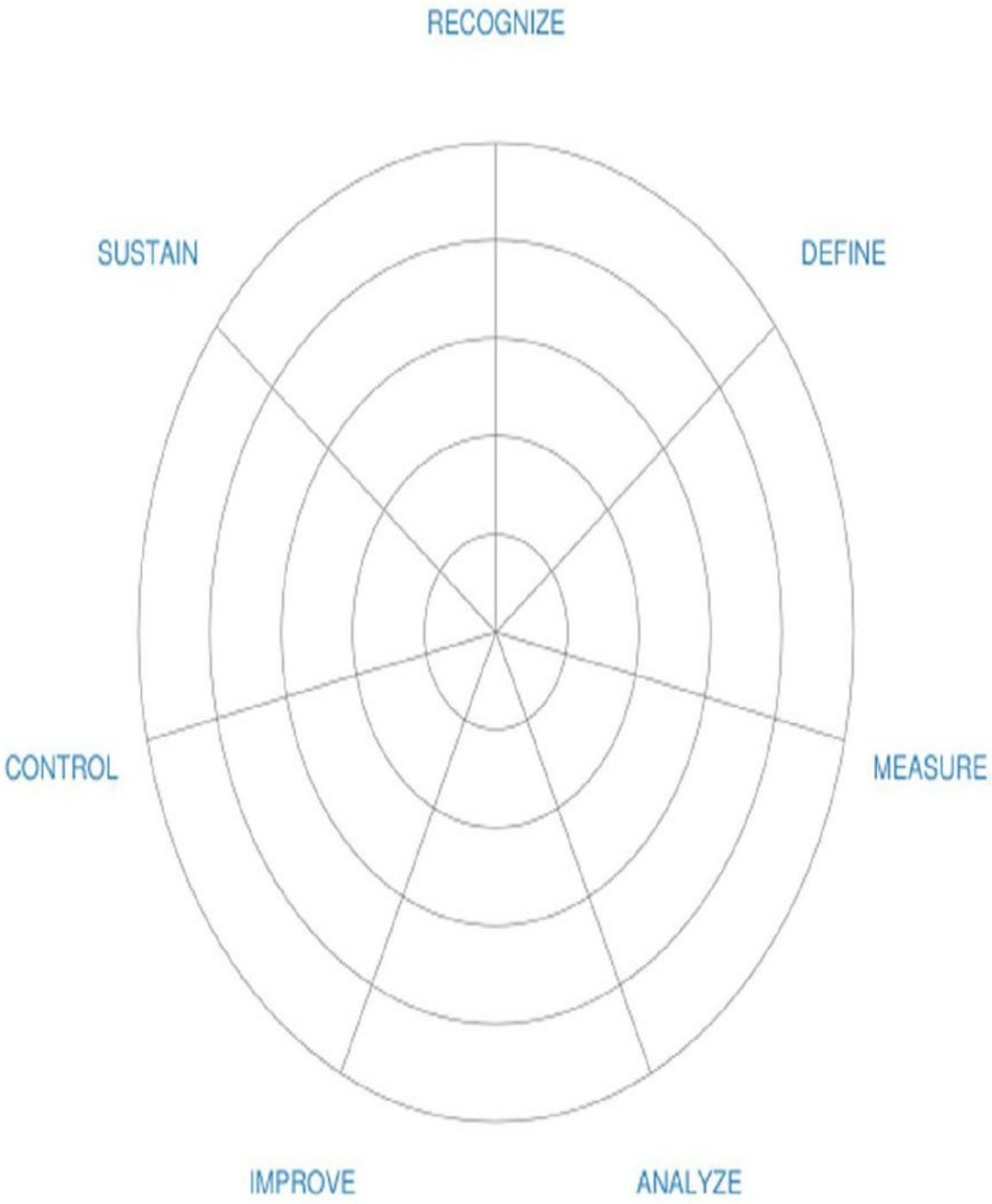
Example of how the finalized Scorecard can look like:


RECOGNIZE
DEFINE
MEASURE
ANALYZE
IMPROVE
CONTROL
SUSTAIN

ArcGIS

Scorecard

Your Scores:


RECOGNIZE
DEFINE
MEASURE
ANALYZE
IMPROVE
CONTROL
SUSTAIN

BEGINNING OF THE

SELF-ASSESSMENT:

Table of Contents

CRITERION #1: RECOGNIZE

INTENT: Be aware of the need for change. Recognize that there is an unfavorable variation, problem or symptom.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. For your ArcGIS project, identify and describe the business environment. is there more than one layer to the business environment?

<--- Score

2. What do we need to start doing?

<--- Score

3. Are there ArcGIS problems defined?

<--- Score

4. What vendors make products that address the ArcGIS needs?

<--- Score

5. How do you identify the information basis for later specification of performance or acceptance criteria?

<--- Score

6. What are the expected benefits of ArcGIS to the business?

<--- Score

7. What situation(s) led to this ArcGIS Self Assessment?

<--- Score

8. Are there any specific expectations or concerns about the ArcGIS team, ArcGIS itself?

<--- Score

9. As a sponsor, customer or management, how important is it to meet goals, objectives?

<--- Score

10. Are controls defined to recognize and contain problems?

<--- Score

11. How do you identify the kinds of information that you will need?

<--- Score

12. Why do we need to keep records?

<--- Score

13. When a ArcGIS manager recognizes a problem, what options are available?

<--- Score

14. What training and capacity building actions are needed to implement proposed reforms?

<--- Score

15. How can auditing be a preventative security measure?

<--- Score

16. What problems are you facing and how do you consider ArcGIS will circumvent those obstacles?

<--- Score

17. How much are sponsors, customers, partners, stakeholders involved in ArcGIS? In other words, what are the risks, if ArcGIS does not deliver successfully?

<--- Score

18. Is it clear when you think of the day ahead of you what activities and tasks you need to complete?

<--- Score

19. Who needs to know about ArcGIS ?

<--- Score

20. Think about the people you identified for your ArcGIS project and the project responsibilities you would assign to them. what kind of training do you think they would need to perform these responsibilities effectively?

<--- Score

21. Will it solve real problems?

<--- Score

22. Can Management personnel recognize the monetary benefit of ArcGIS?

<--- Score

23. What should be considered when identifying available resources, constraints, and deadlines?

<--- Score

24. How do you assess your ArcGIS workforce capability and capacity needs, including skills, competencies, and staffing levels?

<--- Score

25. How do you prevent errors and rework?

<--- Score

26. What else needs to be measured?

<--- Score

27. How are the ArcGIS's objectives aligned to the organization's overall business strategy?

<--- Score

28. Does ArcGIS create potential expectations in other areas that need to be recognized and considered?

<--- Score

29. Have you identified your ArcGIS key performance indicators?

<--- Score

30. Will a response program recognize when a crisis occurs and provide some level of response?

<--- Score

31. What prevents me from making the changes I know will make me a more effective ArcGIS leader?

<--- Score

32. Who had the original idea?

<--- Score

33. Are there recognized ArcGIS problems?

<--- Score

34. Who defines the rules in relation to any given issue?

<--- Score

35. What would happen if ArcGIS weren’t done?

<--- Score

36. Will new equipment/products be required to facilitate ArcGIS delivery for example is new software needed?

<--- Score

37. Does our organization need more ArcGIS education?

<--- Score

38. What information do users need?

<--- Score

39. What is the smallest subset of the problem we can usefully solve?

<--- Score

40. How are we going to measure success?

<--- Score

41. Consider your own ArcGIS project. what types of organizational problems do you think might be causing or affecting your problem, based on the work done so far?

<--- Score

42. What tools and technologies are needed for a custom ArcGIS project?

<--- Score

43. What are the business objectives to be achieved with ArcGIS?

<--- Score

44. Do we know what we need to know about this topic?

<--- Score

45. How does it fit into our organizational needs and tasks?

<--- Score

46. What does ArcGIS success mean to the stakeholders?

<--- Score

47. Who else hopes to benefit from it?

<--- Score

48. Will ArcGIS deliverables need to be tested and, if so, by whom?

<--- Score

49. How do we Identify specific ArcGIS investment and emerging trends?

<--- Score

Add up total points for this section: _____ = Total points for this section

Divided by: _____ (number of statements answered) = _____ Average score for this section

Transfer your score to the ArcGIS Index at the beginning of the Self-Assessment.

CRITERION #2: DEFINE:

INTENT: Formulate the business problem. Define the problem, needs and objectives.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. Are improvement team members fully trained on ArcGIS?

<--- Score

2. How will variation in the actual durations of each activity be dealt with to ensure that the expected ArcGIS results are met?

<--- Score

3. Is ArcGIS currently on schedule according to the plan?

<--- Score

4. Is there a ArcGIS management charter, including business case, problem and goal statements, scope, milestones, roles and responsibilities, communication plan?

<--- Score

5. Has everyone on the team, including the team leaders, been properly trained?

<--- Score

6. If substitutes have been appointed, have they been briefed on the ArcGIS goals and received regular communications as to the progress to date?

<--- Score

7. Is the current ‘as is’ process being followed? If not, what are the discrepancies?

<--- Score

8. How was the ‘as is’ process map developed, reviewed, verified and validated?

<--- Score

9. Are security/privacy roles and responsibilities formally defined?

<--- Score

10. In what way can we redefine the criteria of choice in our category in our favor, as Method introduced style and design to cleaning and Virgin America returned glamor to flying?

<--- Score

11. Does the team have regular meetings?

<--- Score

12. Do the problem and goal statements meet the SMART criteria (specific, measurable, attainable, relevant, and time-bound)?

<--- Score

13. Are there any constraints known that bear on the ability to perform ArcGIS work? How is the team addressing them?

<--- Score

14. In what way can we redefine the criteria of choice clients have in our

category in our favor?

<--- Score

15. Is there a critical path to deliver ArcGIS results?

<--- Score

16. Who are the ArcGIS improvement team members, including Management Leads and Coaches?

<--- Score

17. What is the minimum educational requirement for potential new hires?

<--- Score

18. Are customers identified and high impact areas defined?

<--- Score

19. Has/have the customer(s) been identified?

<--- Score

20. What critical content must be communicated – who, what, when, where, and how?

<--- Score

21. Are team charters developed?

<--- Score

22. Is there regularly 100% attendance at the team meetings? If not, have appointed substitutes attended to preserve cross-functionality and full representation?

<--- Score

23. When was the ArcGIS start date?

<--- Score

24. Have the customer needs been translated into specific, measurable requirements? How?

<--- Score

25. Is the team formed and are team leaders (Coaches and Management Leads) assigned?

<--- Score

26. What would be the goal or target for a ArcGIS's improvement team?

<--- Score

27. Are approval levels defined for contracts and supplements to contracts?

<--- Score

28. What are the boundaries of the scope? What is in bounds and what is not? What is the start point? What is the stop point?

<--- Score

29. What are the Roles and Responsibilities for each team member and its leadership? Where is this documented?

<--- Score

30. Is the ArcGIS scope manageable?

<--- Score

31. What organizational structure is required?

<--- Score

32. Will team members regularly document their ArcGIS work?

<--- Score

33. Has a high-level ‘as is’ process map been completed, verified and validated?

<--- Score

34. Are customer(s) identified and segmented according to their different needs and requirements?

<--- Score

35. How will the ArcGIS team and the organization measure complete success of ArcGIS?

<--- Score

36. What customer feedback methods were used to solicit their input?

<--- Score

37. What specifically is the problem? Where does it occur? When does it occur? What is its extent?

<--- Score

38. How would one define ArcGIS leadership?

<--- Score

39. Is a fully trained team formed, supported, and committed to work on the ArcGIS improvements?

<--- Score

40. Are roles and responsibilities formally defined?

<--- Score

41. Do we all define ArcGIS in the same way?

<--- Score

42. What baselines are required to be defined and managed?

<--- Score

43. Is there a completed, verified, and validated high-level ‘as is’ (not ‘should be’ or ‘could be’) business process map?

<--- Score

44. Is ArcGIS linked to key business goals and objectives?

<--- Score

45. Are audit criteria, scope, frequency and methods defined?

<--- Score

46. What defines Best in Class?

<--- Score

47. How does the ArcGIS manager ensure against scope creep?

<--- Score

48. Have specific policy objectives been defined?

<--- Score

49. Have all basic functions of ArcGIS been defined?

<--- Score

50. Is the improvement team aware of the different versions of a process: what they think it is vs. what it actually is vs. what it should be vs. what it could be?

<--- Score

51. Is full participation by members in regularly held team meetings guaranteed?

<--- Score

52. How can the value of ArcGIS be defined?

<--- Score

53. Will team members perform ArcGIS work when assigned and in a timely fashion?

<--- Score

54. What are the dynamics of the communication plan?

<--- Score

55. Is it clearly defined in and to your organization what you do?

<--- Score

56. Has the ArcGIS work been fairly and/or equitably divided and delegated among team members who are qualified and capable to perform the work? Has everyone contributed?

<--- Score

57. Who defines (or who defined) the rules and roles?

<--- Score

58. How do senior leaders promote an environment that fosters and requires legal and ethical behavior?

<--- Score

59. Has a project plan, Gantt chart, or similar been developed/completed?

<--- Score

60. Are task requirements clearly defined?

<--- Score

61. When are meeting minutes sent out? Who is on the distribution list?

<--- Score

62. Is the scope of ArcGIS defined?

<--- Score

63. Has the improvement team collected the ‘voice of the customer’ (obtained feedback – qualitative and quantitative)?

<--- Score

64. Is there a completed SIPOC representation, describing the Suppliers, Inputs, Process, Outputs, and Customers?

<--- Score

65. Is ArcGIS Required?

<--- Score

66. Is the team adequately staffed with the desired cross-functionality? If not,

what additional resources are available to the team?

<--- Score

67. Is data collected and displayed to better understand customer(s) critical needs and requirements.

<--- Score

68. Has the direction changed at all during the course of ArcGIS? If so, when did it change and why?

<--- Score

69. Has a team charter been developed and communicated?

<--- Score

70. How did the ArcGIS manager receive input to the development of a ArcGIS improvement plan and the estimated completion dates/times of each activity?

<--- Score

71. What key business process output measure(s) does ArcGIS leverage and how?

<--- Score

72. What tools and roadmaps did you use for getting through the Define phase?

<--- Score

73. Are business processes mapped?

<--- Score

74. Are there different segments of customers?

<--- Score

75. Have all of the relationships been defined properly?

<--- Score

76. Are different versions of process maps needed to account for the different types of inputs?

<--- Score

77. What are the compelling business reasons for embarking on ArcGIS?

<--- Score

78. When is the estimated completion date?

<--- Score

79. Is the team equipped with available and reliable resources?

<--- Score

80. How often are the team meetings?

<--- Score

81. What are the rough order estimates on cost savings/opportunities that ArcGIS brings?

<--- Score

82. Are accountability and ownership for ArcGIS clearly defined?

<--- Score

83. What constraints exist that might impact the team?

<--- Score

84. How and when will the baselines be defined?

<--- Score

85. Are Required Metrics Defined?

<--- Score

86. Has anyone else (internal or external to the organization) attempted to solve this problem or a similar one before? If so, what knowledge can be leveraged from these previous efforts?

<--- Score

87. How do you keep key subject matter experts in the loop?

<--- Score

88. Is the team sponsored by a champion or business leader?

<--- Score

89. How is the team tracking and documenting its work?

<--- Score

90. How would you define the culture here?

<--- Score

Add up total points for this section: _____ = Total points for this section

Divided by: _____ (number of statements answered) = _____ Average score for this section

Transfer your score to the ArcGIS Index at the beginning of the Self-Assessment.

CRITERION #3: MEASURE:

INTENT: Gather the correct data. Measure the current performance and evolution of the situation.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. Are priorities and opportunities deployed to your suppliers, partners, and collaborators to ensure organizational alignment?

<--- Score

2. How is progress measured?

<--- Score

3. What are the uncertainties surrounding estimates of impact?

<--- Score

4. What particular quality tools did the team find helpful in establishing measurements?

<--- Score

5. How will measures be used to manage and adapt?

<--- Score

6. What are measures?

<--- Score

7. Are key measures identified and agreed upon?

<--- Score

8. How are measurements made?

<--- Score

9. How can you measure ArcGIS in a systematic way?

<--- Score

10. Was a data collection plan established?

<--- Score

11. Is a solid data collection plan established that includes measurement systems analysis?

<--- Score

12. How do you identify and analyze stakeholders and their interests?

<--- Score

13. What is an unallowable cost?

<--- Score

14. How are you going to measure success?

<--- Score

15. What are our key indicators that you will measure, analyze and track?

<--- Score

16. How can we measure the performance?

<--- Score

17. How will effects be measured?

<--- Score

18. What are the agreed upon definitions of the high impact areas, defect(s), unit(s), and opportunities that will figure into the process capability metrics?

<--- Score

19. How do we do risk analysis of rare, cascading, catastrophic events?

<--- Score

20. What should be measured?

<--- Score

21. How do we focus on what is right -not who is right?

<--- Score

22. Does the ArcGIS task fit the client’s priorities?

<--- Score

23. Who should receive measurement reports ?

<--- Score

24. What measurements are possible, practicable and meaningful?

<--- Score

25. Have changes been properly/adequately analyzed for effect?

<--- Score

26. Will We Aggregate Measures across Priorities?

<--- Score

27. Are you taking your company in the direction of better and revenue or cheaper and cost?

<--- Score

28. Who participated in the data collection for measurements?

<--- Score

29. Are there any easy-to-implement alternatives to ArcGIS? Sometimes other solutions are available that do not require the cost implications of a full-blown project?

<--- Score

30. How Will We Measure Success?

<--- Score

31. Why identify and analyze stakeholders and their interests?

<--- Score

32. How is Knowledge Management Measured?

<--- Score

33. Which customers can’t participate in our market because they lack skills, wealth, or convenient access to existing solutions?

<--- Score

34. Do we effectively measure and reward individual and team performance?

<--- Score

35. Which customers cant participate in our ArcGIS domain because they lack skills, wealth, or convenient access to existing solutions?

<--- Score

36. Are there measurements based on task performance?

<--- Score

37. Is this an issue for analysis or intuition?

<--- Score

38. Can we do ArcGIS without complex (expensive) analysis?

<--- Score

39. How will you measure your ArcGIS effectiveness?

<--- Score

40. What is measured?

<--- Score

41. What key measures identified indicate the performance of the business process?

<--- Score

42. Why Measure?

<--- Score

43. Why do measure/indicators matter?

<--- Score

44. Have the types of risks that may impact ArcGIS been identified and analyzed?

<--- Score

45. How frequently do we track measures?

<--- Score

46. What has the team done to assure the stability and accuracy of the measurement process?

<--- Score

47. Have all non-recommended alternatives been analyzed in sufficient detail?

<--- Score

48. Are process variation components displayed/communicated using suitable

charts, graphs, plots?

<--- Score

49. What potential environmental factors impact the ArcGIS effort?

<--- Score

50. Does the practice systematically track and analyze outcomes related for accountability and quality improvement?

<--- Score

51. Is the solution cost-effective?

<--- Score

52. Are we taking our company in the direction of better and revenue or cheaper and cost?

<--- Score

53. How to measure lifecycle phases?

<--- Score

54. Does ArcGIS systematically track and analyze outcomes for accountability and quality improvement?

<--- Score

55. How is the value delivered by ArcGIS being measured?

<--- Score

56. Have the concerns of stakeholders to help identify and define potential barriers been obtained and analyzed?

<--- Score

57. Are high impact defects defined and identified in the business process?

<--- Score

58. Why should we expend time and effort to implement measurement?

<--- Score

59. How will success or failure be measured?

<--- Score

60. What is the right balance of time and resources between investigation, analysis, and discussion and dissemination?

<--- Score

61. Is data collected on key measures that were identified?

<--- Score

62. Are the measurements objective?

<--- Score

63. Have you found any ‘ground fruit’ or ‘low-hanging fruit’ for immediate remedies to the gap in performance?

<--- Score

64. What is measured?

<--- Score

65. What are the costs of reform?

<--- Score

66. Are losses documented, analyzed, and remedial processes developed to prevent future losses?

<--- Score

67. Do we aggressively reward and promote the people who have the biggest impact on creating excellent ArcGIS services/products?

<--- Score

68. Is there a Performance Baseline?

<--- Score

69. Customer Measures: How Do Customers See Us?

<--- Score

70. Are the units of measure consistent?

<--- Score

71. Do staff have the necessary skills to collect, analyze, and report data?

<--- Score

72. What evidence is there and what is measured?

<--- Score

73. Among the ArcGIS product and service cost to be estimated, which is considered hardest to estimate?

<--- Score

74. What methods are feasible and acceptable to estimate the impact of reforms?

<--- Score

75. What about ArcGIS Analysis of results?

<--- Score

76. What are the key input variables? What are the key process variables? What are the key output variables?

<--- Score

77. How will your organization measure success?

<--- Score

78. How to measure variability?

<--- Score

79. Which methods and measures do you use to determine workforce engagement and workforce satisfaction?

<--- Score

80. Where is it measured?

<--- Score

81. Is Process Variation Displayed/Communicated?

<--- Score

82. How do you measure success?

<--- Score

83. Can We Measure the Return on Analysis?

<--- Score

84. Which Stakeholder Characteristics Are Analyzed?

<--- Score

85. Is data collection planned and executed?

<--- Score

86. What are your key ArcGIS organizational performance measures, including key short and longer-term financial measures?

<--- Score

87. What to measure and why?

<--- Score

88. What Relevant Entities could be measured?

<--- Score

89. What data was collected (past, present, future/ongoing)?

<--- Score

90. What is the total cost related to deploying ArcGIS, including any consulting or professional services?

<--- Score

91. What measurements are being captured?

<--- Score

92. What charts has the team used to display the components of variation in the process?

<--- Score

93. Is performance measured?

<--- Score

94. Is it possible to estimate the impact of unanticipated complexity such as wrong or failed assumptions, feedback, etc. on proposed reforms?

<--- Score

95. Does ArcGIS analysis isolate the fundamental causes of problems?

<--- Score

96. What are my customers expectations and measures?

<--- Score

97. Is key measure data collection planned and executed, process variation displayed and communicated and performance baselined?

<--- Score

98. Does ArcGIS analysis show the relationships among important ArcGIS factors?

<--- Score

99. How large is the gap between current performance and the customer-specified (goal) performance?

<--- Score

100. When is Knowledge Management Measured?

<--- Score

101. How do senior leaders create a focus on action to accomplish the organization s objectives and improve performance?

<--- Score

102. What will be measured?

<--- Score

103. Is long term and short term variability accounted for?

<--- Score

104. What are the types and number of measures to use?

<--- Score

105. How frequently do you track ArcGIS measures?

<--- Score

106. Why do the measurements/indicators matter?

<--- Score

107. Meeting the challenge: are missed ArcGIS opportunities costing us money?

<--- Score

Add up total points for this section: _____ = Total points for this section

Divided by: _____ (number of statements answered) = _____ Average score for this section

Transfer your score to the ArcGIS Index at the beginning of the Self-Assessment.

CRITERION #4: ANALYZE:

INTENT: Analyze causes, assumptions and hypotheses.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. Do our leaders quickly bounce back from setbacks?

<--- Score

2. What quality tools were used to get through the analyze phase?

<--- Score

3. Have any additional benefits been identified that will result from closing all or most of the gaps?

<--- Score

4. What did the team gain from developing a sub-process map?

<--- Score

5. What are your current levels and trends in key ArcGIS measures or indicators of product and process performance that are important to and directly serve your customers?

<--- Score

6. Was a cause-and-effect diagram used to explore the different types of causes (or sources of variation)?

<--- Score

7. Is the performance gap determined?

<--- Score

8. How is the way you as the leader think and process information affecting your organizational culture?

<--- Score

9. How often will data be collected for measures?

<--- Score

10. What are our ArcGIS Processes?

<--- Score

11. Identify an operational issue in your organization. for example, could a particular task be done more quickly or more efficiently?

<--- Score

12. What other jobs or tasks affect the performance of the steps in the ArcGIS process?

<--- Score

13. How does the organization define, manage, and improve its ArcGIS processes?

<--- Score

14. Did any value-added analysis or ‘lean thinking’ take place to identify some of the gaps shown on the ‘as is’ process map?

<--- Score

15. Was a detailed process map created to amplify critical steps of the ‘as is’ business process?

<--- Score

16. What are the revised rough estimates of the financial savings/opportunity for ArcGIS improvements?

<--- Score

17. Did any additional data need to be collected?

<--- Score

18. How do you use ArcGIS data and information to support organizational decision making and innovation?

<--- Score

19. What are the best opportunities for value improvement?

<--- Score

20. Were there any improvement opportunities identified from the process analysis?

<--- Score

21. What were the financial benefits resulting from any ‘ground fruit or low-hanging fruit’ (quick fixes)?

<--- Score

22. Record-keeping requirements flow from the records needed as inputs, outputs, controls and for transformation of a ArcGIS process. ask yourself: are the records needed as inputs to the ArcGIS process available?

<--- Score

23. Do you, as a leader, bounce back quickly from setbacks?

<--- Score

24. When conducting a business process reengineering study, what should we look for when trying to identify business processes to change?

<--- Score

25. Is the ArcGIS process severely broken such that a re-design is necessary?

<--- Score

26. Were Pareto charts (or similar) used to portray the ‘heavy hitters’ (or key sources of variation)?

<--- Score

27. What are the disruptive ArcGIS technologies that enable our organization to radically change our business processes?

<--- Score

28. Is Data and process analysis, root cause analysis and quantifying the gap/opportunity in place?

<--- Score

29. An organizationally feasible system request is one that considers the mission, goals and objectives of the organization. key questions are: is the solution request practical and will it solve a problem or take advantage of an opportunity to achieve company goals?

<--- Score

30. Think about some of the processes you undertake within your organization. which do you own?

<--- Score

31. Think about the functions involved in your ArcGIS project. what processes flow from these functions?

<--- Score

32. What other organizational variables, such as reward systems or communication systems, affect the performance of this ArcGIS process?

<--- Score

33. Do your employees have the opportunity to do what they do best everyday?

<--- Score

34. What conclusions were drawn from the team's data collection and analysis? How did the team reach these conclusions?

<--- Score

35. Were any designed experiments used to generate additional insight into the data analysis?

<--- Score

36. Can we add value to the current ArcGIS decision-making process (largely qualitative) by incorporating uncertainty modeling (more quantitative)?

<--- Score

37. What is the cost of poor quality as supported by the team's analysis?

<--- Score

38. What tools were used to generate the list of possible causes?

<--- Score

39. What tools were used to narrow the list of possible causes?

<--- Score

40. What controls do we have in place to protect data?

<--- Score

41. How do mission and objectives affect the ArcGIS processes of our organization?

<--- Score

42. What does the data say about the performance of the business process?

<--- Score

43. Is the suppliers process defined and controlled?

<--- Score

44. What process should we select for improvement?

<--- Score

45. What were the crucial ‘moments of truth’ on the process map?

<--- Score

46. What successful thing are we doing today that may be blinding us to new growth opportunities?

<--- Score

47. How do you measure the Operational performance of your key work systems and processes, including productivity, cycle time, and other appropriate measures of process effectiveness, efficiency, and innovation?

<--- Score

48. Are gaps between current performance and the goal performance identified?

<--- Score

49. Is the gap/opportunity displayed and communicated in financial terms?

<--- Score

50. Where is the data coming from to measure compliance?

<--- Score

51. Have the problem and goal statements been updated to reflect the additional knowledge gained from the analyze phase?

<--- Score

52. How was the detailed process map generated, verified, and validated?

<--- Score

53. How do we promote understanding that opportunity for improvement is not criticism of the status quo, or the people who created the status quo?

<--- Score

54. What are your current levels and trends in key measures or indicators of ArcGIS product and process performance that are important to and directly serve your customers? how do these results compare with the performance of your competitors and other organizations with similar offerings?

<--- Score

55. A compounding model resolution with available relevant data can often provide insight towards a solution methodology; which ArcGIS models, tools and techniques are necessary?

<--- Score

Add up total points for this section: _____ = Total points for this section

Divided by: _____ (number of statements answered) = _____ Average score for this section

Transfer your score to the ArcGIS Index at the beginning of the Self-

Assessment.

CRITERION #5: IMPROVE:

INTENT: Develop a practical solution. Innovate, establish and test the solution and to measure the results.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. Is the optimal solution selected based on testing and analysis?

<--- Score

2. Is a solution implementation plan established, including schedule/work breakdown structure, resources, risk management plan, cost/budget, and control plan?

<--- Score

3. How do we measure risk?

<--- Score

4. What do we want to improve?

<--- Score

5. What actually has to improve and by how much?

<--- Score

6. Who controls the risk?

<--- Score

7. How do the ArcGIS results compare with the performance of your competitors and other organizations with similar offerings?

<--- Score

8. Does the goal represent a desired result that can be measured?

<--- Score

9. Do we cover the five essential competencies-Communication, Collaboration,Innovation, Adaptability, and Leadership that improve an organization’s ability to leverage the new ArcGIS in a volatile global economy?

<--- Score

10. What is the risk?

<--- Score

11. How will the team or the process owner(s) monitor the implementation plan to see that it is working as intended?

<--- Score

12. How to Improve?

<--- Score

13. What went well, what should change, what can improve?

<--- Score

14. How can we improve performance?

<--- Score

15. What communications are necessary to support the implementation of the solution?

<--- Score

16. What tools were most useful during the improve phase?

<--- Score

17. What is the implementation plan?

<--- Score

18. How will you know that you have improved?

<--- Score

19. Is there a high likelihood that any recommendations will achieve their intended results?

<--- Score

20. What needs improvement?

<--- Score

21. Was a pilot designed for the proposed solution(s)?

<--- Score

22. How do we measure improved ArcGIS service perception, and satisfaction?

<--- Score

23. How do you use other indicators, such as workforce retention, absenteeism, grievances, safety, and productivity, to assess and improve workforce engagement?

<--- Score

24. What evaluation strategy is needed and what needs to be done to assure its implementation and use?

<--- Score

25. Is the measure understandable to a variety of people?

<--- Score

26. How do we decide how much to remunerate an employee?

<--- Score

27. How will you measure the results?

<--- Score

28. What resources are required for the improvement effort?

<--- Score

29. Who are the people involved in developing and implementing ArcGIS?

<--- Score

30. Who controls key decisions that will be made?

<--- Score

31. Who will be using the results of the measurement activities?

<--- Score

32. How did the team generate the list of possible solutions?

<--- Score

33. Is pilot data collected and analyzed?

<--- Score

34. If you could go back in time five years, what decision would you make differently? What is your best guess as to what decision you’re making today you might regret five years from now?

<--- Score

35. Are there any constraints (technical, political, cultural, or otherwise) that would inhibit certain solutions?

<--- Score

36. At what point will vulnerability assessments be performed once ArcGIS is put into production (e.g., ongoing Risk Management after implementation)?

<--- Score

37. Are improved process (‘should be’) maps modified based on pilot data and analysis?

<--- Score

38. How significant is the improvement in the eyes of the end user?

<--- Score

39. Risk factors: what are the characteristics of ArcGIS that make it risky?

<--- Score

40. What does the ‘should be’ process map/design look like?

<--- Score

41. How does the team improve its work?

<--- Score

42. What should a proof of concept or pilot accomplish?

<--- Score

43. What improvements have been achieved?

<--- Score

44. How do we go about Comparing ArcGIS approaches/solutions?

<--- Score

45. To what extent does management recognize ArcGIS as a tool to increase the results?

<--- Score

46. How do we improve productivity?

<--- Score

47. What tools were used to evaluate the potential solutions?

<--- Score

48. Why improve in the first place?

<--- Score

49. How Do We Link Measurement and Risk?

<--- Score

50. How will the organization know that the solution worked?

<--- Score

51. What can we do to improve?

<--- Score

52. Describe the design of the pilot and what tests were conducted, if any?

<--- Score

53. Risk events: what are the things that could go wrong?

<--- Score

54. Is Supporting ArcGIS documentation required?

<--- Score

55. Are we Assessing ArcGIS and Risk?

<--- Score

56. How can we improve ArcGIS?

<--- Score

57. Is a contingency plan established?

<--- Score

58. How do you improve your likelihood of success ?

<--- Score

59. How does the solution remove the key sources of issues discovered in the analyze phase?

<--- Score

60. What are the implications of this decision 10 minutes, 10 months, and 10 years from now?

<--- Score

61. What error proofing will be done to address some of the discrepancies observed in the ‘as is’ process?

<--- Score

62. Are the best solutions selected?

<--- Score

63. What tools were used to tap into the creativity and encourage ‘outside the box’ thinking?

<--- Score

64. In the past few months, what is the smallest change we have made that has had the biggest positive result? What was it about that small change that produced the large return?

<--- Score

65. What actually has to improve and by how much?

<--- Score

66. How do we keep improving ArcGIS?

<--- Score

67. What is ArcGIS’s impact on utilizing the best solution(s)?

<--- Score

68. What attendant changes will need to be made to ensure that the solution is successful?

<--- Score

69. How can skill-level changes improve ArcGIS?

<--- Score

70. Is the implementation plan designed?

<--- Score

71. Is there a small-scale pilot for proposed improvement(s)? What conclusions were drawn from the outcomes of a pilot?

<--- Score

72. How will you know when its improved?

<--- Score

73. What lessons, if any, from a pilot were incorporated into the design of the full-scale solution?

<--- Score

74. How do we Improve ArcGIS service perception, and satisfaction?

<--- Score

75. How important is the completion of a recognized college or graduate-level degree program in the hiring decision?

<--- Score

76. Were any criteria developed to assist the team in testing and evaluating potential solutions?

<--- Score

77. For decision problems, how do you develop a decision statement?

<--- Score

78. How do you improve workforce health, safety, and security? What are your performance measures and improvement goals for each of these workforce needs and what are any significant differences in these factors and performance measures or targets for different workplace environments?

<--- Score

79. Is the solution technically practical?

<--- Score

80. What to do with the results or outcomes of measurements?

<--- Score

81. Do we get business results?

<--- Score

82. For estimation problems, how do you develop an estimation statement?

<--- Score

83. What were the underlying assumptions on the cost-benefit analysis?

<--- Score

84. Can the solution be designed and implemented within an acceptable time period?

<--- Score

85. What is the team's contingency plan for potential problems occurring in implementation?

<--- Score

86. Are new and improved process ('should be') maps developed?

<--- Score

87. What is the magnitude of the improvements?

<--- Score

88. Who will be responsible for making the decisions to include or exclude requested changes once ArcGIS is underway?

<--- Score

89. How will we know that a change is improvement?

<--- Score

90. Who will be responsible for documenting the ArcGIS requirements in detail?

<--- Score

91. How do you measure progress and evaluate training effectiveness?

<--- Score

92. Are possible solutions generated and tested?

<--- Score

93. Is there a cost/benefit analysis of optimal solution(s)?

<--- Score

Add up total points for this section: _____ = Total points for this section

Divided by: _____ (number of statements answered) = _____ Average score for this section

Transfer your score to the ArcGIS Index at the beginning of the Self-Assessment.

CRITERION #6: CONTROL:

INTENT: Implement the practical solution. Maintain the performance and correct possible complications.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. How likely is the current ArcGIS plan to come in on schedule or on budget?

<--- Score

2. Do the decisions we make today help people and the planet tomorrow?

<--- Score

3. Have new or revised work instructions resulted?

<--- Score

4. Will existing staff require re-training, for example, to learn new business processes?

<--- Score

5. Are suggested corrective/restorative actions indicated on the response plan for known causes to problems that might surface?

<--- Score

6. How might the organization capture best practices and lessons learned so as to leverage improvements across the business?

<--- Score

7. Does a troubleshooting guide exist or is it needed?

<--- Score

8. What other systems, operations, processes, and infrastructures (hiring practices, staffing, training, incentives/rewards, metrics/dashboards/scorecards,

etc.) need updates, additions, changes, or deletions in order to facilitate knowledge transfer and improvements?

<--- Score

9. What is your theory of human motivation, and how does your compensation plan fit with that view?

<--- Score

10. What is your quality control system?

<--- Score

11. What is the control/monitoring plan?

<--- Score

12. Are pertinent alerts monitored, analyzed and distributed to appropriate personnel?

<--- Score

13. Is there a recommended audit plan for routine surveillance inspections of ArcGIS’s gains?

<--- Score

14. Implementation Planning- is a pilot needed to test the changes before a

full roll out occurs?

<--- Score

15. Who is the ArcGIS process owner?

<--- Score

16. What do we stand for--and what are we against?

<--- Score

17. Does ArcGIS appropriately measure and monitor risk?

<--- Score

18. Is new knowledge gained imbedded in the response plan?

<--- Score

19. Does the response plan contain a definite closed loop continual improvement scheme (e.g., plan-do-check-act)?

<--- Score

20. How do our controls stack up?

<--- Score

21. What key inputs and outputs are being measured on an ongoing basis?

<--- Score

22. Where do ideas that reach policy makers and planners as proposals for ArcGIS strengthening and reform actually originate?

<--- Score

23. What are we attempting to measure/monitor?

<--- Score

24. Are controls in place and consistently applied?

<--- Score

25. How will input, process, and output variables be checked to detect for sub-optimal conditions?

<--- Score

26. Who will be in control?

<--- Score

27. Are new process steps, standards, and documentation ingrained into normal

operations?

<--- Score

28. Is knowledge gained on process shared and institutionalized?

<--- Score

29. How will the day-to-day responsibilities for monitoring and continual improvement be transferred from the improvement team to the process owner?

<--- Score

30. What can you control?

<--- Score

31. Why is change control necessary?

<--- Score

32. What are the key elements of your ArcGIS performance improvement system, including your evaluation, organizational learning, and innovation processes?

<--- Score

33. Does job training on the documented procedures need to be part of the process team’s education and training?

<--- Score

34. What are the critical parameters to watch?

<--- Score

35. Against what alternative is success being measured?

<--- Score

36. How do controls support value?

<--- Score

37. How does your workforce performance management system support high-performance work and workforce engagement; consider workforce compensation, reward, recognition, and incentive practices; and reinforce a customer and business focus and achievement of your action plans?

<--- Score

38. Has the improved process and its steps been standardized?

<--- Score

39. How will new or emerging customer needs/requirements be checked/communicated to orient the process toward meeting the new specifications and continually reducing variation?

<--- Score

40. Will any special training be provided for results interpretation?

<--- Score

41. Is there a ArcGIS Communication plan covering who needs to get what information when?

<--- Score

42. Is a response plan established and deployed?

<--- Score

43. How do you encourage people to take control and responsibility?

<--- Score

44. Is reporting being used or needed?

<--- Score

45. What other areas of the organization might benefit from the ArcGIS team's improvements, knowledge, and learning?

<--- Score

46. What quality tools were useful in the control phase?

<--- Score

47. Are there documented procedures?

<--- Score

48. What should we measure to verify efficiency gains?

<--- Score

49. How will the process owner and team be able to hold the gains?

<--- Score

50. Are operating procedures consistent?

<--- Score

51. Do you monitor the effectiveness of your ArcGIS activities?

<--- Score

52. Were the planned controls in place?

<--- Score

53. If there currently is no plan, will a plan be developed?

<--- Score

54. How will report readings be checked to effectively monitor performance?

<--- Score

55. Whats the best design framework for ArcGIS organization now that, in a post industrial-age if the top-down, command and control model is no longer relevant?

<--- Score

56. Were the planned controls working?

<--- Score

57. What should the next improvement project be that is related to ArcGIS?

<--- Score

58. Is there a control plan in place for sustaining improvements (short and long-term)?

<--- Score

59. In the case of a ArcGIS project, the criteria for the audit derive from implementation objectives. an audit of a ArcGIS project involves assessing

whether the recommendations outlined for implementation have been met. in other words, can we track that any ArcGIS project is implemented as planned, and is it working?

<--- Score

60. Is there a documented and implemented monitoring plan?

<--- Score

61. Who controls critical resources?

<--- Score

62. Who has control over resources?

<--- Score

63. Is a response plan in place for when the input, process, or output measures indicate an ‘out-of-control’ condition?

<--- Score

64. Is there a standardized process?

<--- Score

65. What is the recommended frequency of auditing?

<--- Score

66. Do the ArcGIS decisions we make today help people and the planet tomorrow?

<--- Score

67. What is our theory of human motivation, and how does our compensation plan fit with that view?

<--- Score

68. Do we monitor the ArcGIS decisions made and fine tune them as they evolve?

<--- Score

69. What are the known security controls?

<--- Score

70. How can we best use all of our knowledge repositories to enhance learning and sharing?

<--- Score

71. Is there documentation that will support the successful operation of the improvement?

<--- Score

72. Are documented procedures clear and easy to follow for the operators?

<--- Score

73. What are your results for key measures or indicators of the accomplishment of your ArcGIS strategy and action plans, including building and strengthening core competencies?

<--- Score

74. Is there a transfer of ownership and knowledge to process owner and process team tasked with the responsibilities.

<--- Score

75. How do we enable market innovation while controlling security and privacy?

<--- Score

76. Does the ArcGIS performance meet the customer’s requirements?

<--- Score

77. How will the process owner verify improvement in present and future sigma levels, process capabilities?

<--- Score

78. What should we measure to verify effectiveness gains?

<--- Score

Add up total points for this section: _____ = Total points for this section

Divided by: _____ (number of statements answered) = _____ Average score for this section

Transfer your score to the ArcGIS Index at the beginning of the Self-Assessment.

CRITERION #7: SUSTAIN:

INTENT: Retain the benefits.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. What would have to be true for the option on the table to be the best possible choice?

<--- Score

2. Why should we adopt a ArcGIS framework?

<--- Score

3. What does your signature ensure?

<--- Score

4. How do we make it meaningful in connecting ArcGIS with what users do day-to-day?

<--- Score

5. Do I know what I’m doing? And who do I call if I don’t?

<--- Score

6. Is the impact that ArcGIS has shown?

<--- Score

7. How do we Lead with ArcGIS in Mind?

<--- Score

8. What threat is ArcGIS addressing?

<--- Score

9. How can we become more high-tech but still be high touch?

<--- Score

10. How will you know that the ArcGIS project has been successful?

<--- Score

11. In a project to restructure ArcGIS outcomes, which stakeholders would you involve?

<--- Score

12. How do you listen to customers to obtain actionable information?

<--- Score

13. How are we doing compared to our industry?

<--- Score

14. What happens at this company when people fail?

<--- Score

15. What is our competitive advantage?

<--- Score

16. How is business? Why?

<--- Score

17. If we do not follow, then how to lead?

<--- Score

18. What is the funding source for this project?

<--- Score

19. What is the estimated value of the project?

<--- Score

20. What information is critical to our organization that our executives are ignoring?

<--- Score

21. How do we ensure that implementations of ArcGIS products are done in a way that ensures safety?

<--- Score

22. How do we manage ArcGIS Knowledge Management (KM)?

<--- Score

23. Which individuals, teams or departments will be involved in ArcGIS?

<--- Score

24. What trouble can we get into?

<--- Score

25. Why don’t our customers like us?

<--- Score

26. How long will it take to change?

<--- Score

27. What knowledge, skills and characteristics mark a good ArcGIS project manager?

<--- Score

28. Have new benefits been realized?

<--- Score

29. What potential megatrends could make our business model obsolete?

<--- Score

30. Are we / should we be Revolutionary or evolutionary?

<--- Score

31. What are the gaps in my knowledge and experience?

<--- Score

32. Is the ArcGIS organization completing tasks effectively and efficiently?

<--- Score

33. Think of your ArcGIS project. what are the main functions?

<--- Score

34. What role does communication play in the success or failure of a ArcGIS project?

<--- Score

35. Am I failing differently each time?

<--- Score

36. Would you rather sell to knowledgeable and informed customers or to uninformed customers?

<--- Score

37. Why should people listen to you?

<--- Score

38. What is the mission of the organization?

<--- Score

39. Do we think we know, or do we know we know ?

<--- Score

40. What principles do we value?

<--- Score

41. Is a ArcGIS Team Work effort in place?

<--- Score

42. In what ways are ArcGIS vendors and us interacting to ensure safe and effective use?

<--- Score

43. Is our strategy driving our strategy? Or is the way in which we allocate resources driving our strategy?

<--- Score

44. What are the Essentials of Internal ArcGIS Management?

<--- Score

45. What may be the consequences for the performance of an organization if all stakeholders are not consulted regarding ArcGIS?

<--- Score

46. You may have created your customer policies at a time when you lacked resources, technology wasn’t up-to-snuff, or low service levels were the industry norm. Have those circumstances changed?

<--- Score

47. What counts that we are not counting?

<--- Score

48. Instead of going to current contacts for new ideas, what if you reconnected with dormant contacts--the people you used to know? If you were going reactivate a dormant tie, who would it be?

<--- Score

49. Will there be any necessary staff changes (redundancies or new hires)?

<--- Score

50. Is there any reason to believe the opposite of my current belief?

<--- Score

51. How are conflicts dealt with?

<--- Score

52. If we got kicked out and the board brought in a new CEO, what would he do?

<--- Score

53. What is it like to work for me?

<--- Score

54. What will be the consequences to the stakeholder (financial, reputation etc) if ArcGIS does not go ahead or fails to deliver the objectives?

<--- Score

55. What stupid rule would we most like to kill?

<--- Score

56. What are internal and external ArcGIS relations?

<--- Score

57. What happens when a new employee joins the organization?

<--- Score

58. Ask yourself: how would we do this work if we only had one staff member to do it?

<--- Score

59. What is something you believe that nearly no one agrees with you on?

<--- Score

60. How do we maintain ArcGIS's Integrity?

<--- Score

61. What is the craziest thing we can do?

<--- Score

62. What sources do you use to gather information for a ArcGIS study?

<--- Score

63. What are your organizations work systems?

<--- Score

64. Who are four people whose careers I’ve enhanced?

<--- Score

65. Legal and contractual - are we allowed to do this?

<--- Score

66. Are the assumptions believable and achievable?

<--- Score

67. How does ArcGIS integrate with other business initiatives?

<--- Score

68. What kind of crime could a potential new hire have committed that would not only not disqualify him/her from being hired by our organization, but would actually indicate that he/she might be a particularly good fit?

<--- Score

69. Which ArcGIS goals are the most important?

<--- Score

70. What do we do when new problems arise?

<--- Score

71. Where is your organization on the performance excellence continuum?

<--- Score

72. Do your leaders set clear a direction that is aligned with the vision, mission, and values and is cascaded throughout the organization with measurable goals?

<--- Score

73. But does it really, really work?

<--- Score

74. Are we paying enough attention to the partners our company depends on to

succeed?

<--- Score

75. How do we foster the skills, knowledge, talents, attributes, and characteristics we want to have?

<--- Score

76. Are assumptions made in ArcGIS stated explicitly?

<--- Score

77. How much contingency will be available in the budget?

<--- Score

78. If our customer were my grandmother, would I tell her to buy what we're selling?

<--- Score

79. Marketing budgets are tighter, consumers are more skeptical, and social media has changed forever the way we talk about ArcGIS. How do we gain traction?

<--- Score

80. Has the investment re-baselined during the past fiscal year?

<--- Score

81. Where is our petri dish?

<--- Score

82. Do ArcGIS rules make a reasonable demand on a users capabilities?

<--- Score

83. How will we ensure we get what we expected?

<--- Score

84. If there were zero limitations, what would we do differently?

<--- Score

85. How Do We Know if We Are Successful?

<--- Score

86. What are specific ArcGIS Rules to follow?

<--- Score

87. Who is responsible for errors?

<--- Score

88. Are we changing as fast as the world around us?

<--- Score

89. Are we making progress (as leaders)?

<--- Score

90. What are our long-range and short-range goals?

<--- Score

91. Who else should we help?

<--- Score

92. How do you determine the key elements that affect ArcGIS workforce satisfaction? how are these elements determined for different workforce groups and segments?

<--- Score

93. Who will provide the final approval of ArcGIS deliverables?

<--- Score

94. In retrospect, of the projects that we pulled the plug on, what percent do we wish had been allowed to keep going, and what percent do we wish had ended earlier?

<--- Score

95. How do we engage the workforce, in addition to satisfying them?

<--- Score

96. Do you have an implicit bias for capital investments over people investments?

<--- Score

97. What are the challenges?

<--- Score

98. How to Secure ArcGIS?

<--- Score

99. How can we incorporate support to ensure safe and effective use of ArcGIS into the services that we provide?

<--- Score

100. What are the critical success factors?

<--- Score

101. Is maximizing ArcGIS protection the same as minimizing ArcGIS loss?

<--- Score

102. Did my employees make progress today?

<--- Score

103. What are the business goals ArcGIS is aiming to achieve?

<--- Score

104. Which models, tools and techniques are necessary?

<--- Score

105. Who have we, as a company, historically been when we’ve been at our best?

<--- Score

106. Is ArcGIS dependent on the successful delivery of a current project?

<--- Score

107. How do we keep the momentum going?

<--- Score

108. How Do We Create Buy-in?

<--- Score

109. How likely is it that a customer would recommend our company to a friend or colleague?

<--- Score

110. What is the range of capabilities?

<--- Score

111. What are your key business, operational, societal responsibility, and human resource strategic challenges and advantages?

<--- Score

112. Who do we think the world wants us to be?

<--- Score

113. What is Effective ArcGIS?

<--- Score

114. Who is going to care?

<--- Score

115. Will it be accepted by users?

<--- Score

116. How can we become the company that would put us out of business?

<--- Score

117. How can you negotiate ArcGIS successfully with a stubborn boss, an irate client, or a deceitful coworker?

<--- Score

118. Are there ArcGIS Models?

<--- Score

119. Who sets the ArcGIS standards?

<--- Score

120. How will we know when our strategy has been successful?

<--- Score

121. Have benefits been optimized with all key stakeholders?

<--- Score

122. Do we have the right people on the bus?

<--- Score

123. Are we relevant? Will we be relevant five years from now? Ten?

<--- Score

124. What are we challenging, in the sense that Mac challenged the PC or Dove tackled the Beauty Myth?

<--- Score

125. Are new benefits received and understood?

<--- Score

126. If we weren’t already in this business, would we enter it today? And if not, what are we going to do about it?

<--- Score

127. Have totally satisfied customers?

<--- Score

128. To whom do you add value?

<--- Score

129. Who, on the executive team or the board, has spoken to a customer recently?

<--- Score

130. Who is responsible for ensuring appropriate resources (time, people and money) are allocated to ArcGIS?

<--- Score

131. Are you satisfied with your current role? If not, what is missing from it?

<--- Score

132. What one word do we want to own in the minds of our customers, employees, and partners?

<--- Score

133. Who will use it?

<--- Score

134. Is there any existing ArcGIS governance structure?

<--- Score

135. Are the criteria for selecting recommendations stated?

<--- Score

136. What is a feasible sequencing of reform initiatives over time?

<--- Score

137. Schedule -can it be done in the given time?

<--- Score

138. Who is On the Team?

<--- Score

139. When information truly is ubiquitous, when reach and connectivity are completely global, when computing resources are infinite, and when a whole new set of impossibilities are not only possible, but happening, what will that do to our business?

<--- Score

140. Were lessons learned captured and communicated?

<--- Score

141. Operational - will it work?

<--- Score

142. Do you keep 50% of your time unscheduled?

<--- Score

143. What is a good product?

<--- Score

144. What trophy do we want on our mantle?

<--- Score

145. Are we making progress? and are we making progress as ArcGIS leaders?

<--- Score

146. What are strategies for increasing support and reducing opposition?

<--- Score

147. What is our formula for success in ArcGIS ?

<--- Score

148. What are all of our ArcGIS domains and what do they do?

<--- Score

149. Think about the kind of project structure that would be appropriate for your ArcGIS project. should it be formal and complex, or can it be less formal and relatively simple?

<--- Score

150. What should we stop doing?

<--- Score

151. What are the long-term ArcGIS goals?

<--- Score

152. What is the purpose of ArcGIS in relation to the mission?

<--- Score

153. Can we maintain our growth without detracting from the factors that have contributed to our success?

<--- Score

154. Which criteria are used to determine which projects are going to be pursued or discarded?

<--- Score

155. In the past year, what have you done (or could you have done) to increase the accurate perception of this company/brand as ethical and honest?

<--- Score

156. Who is the main stakeholder, with ultimate responsibility for driving ArcGIS forward?

<--- Score

157. Where can we break convention?

<--- Score

158. What is our question?

<--- Score

159. Are we making progress?

<--- Score

160. What would I recommend my friend do if he were facing this dilemma?

<--- Score

161. What is the overall business strategy?

<--- Score

162. What have we done to protect our business from competitive encroachment?

<--- Score

163. How do I stay inspired?

<--- Score

164. What are the short and long-term ArcGIS goals?

<--- Score

165. Who are you going to put out of business, and why?

<--- Score

166. Do we have enough freaky customers in our portfolio pushing us to the limit day in and day out?

<--- Score

167. Do you see more potential in people than they do in themselves?

<--- Score

168. How will we build a 100-year startup?

<--- Score

169. If no one would ever find out about my accomplishments, how would I lead differently?

<--- Score

170. Do we underestimate the customer’s journey?

<--- Score

171. Do you have a vision statement?

<--- Score

172. How would our PR, marketing, and social media change if we did not use outside agencies?

<--- Score

173. What current systems have to be understood and/or changed?

<--- Score

174. Who uses our product in ways we never expected?

<--- Score

175. Who will manage the integration of tools?

<--- Score

176. What is our mission?

<--- Score

177. What is our ArcGIS Strategy?

<--- Score

178. Will I get fired?

<--- Score

179. How to deal with ArcGIS Changes?

<--- Score

180. Who will determine interim and final deadlines?

<--- Score

181. What am I trying to prove to myself, and how might it be hijacking my life and business success?

<--- Score

182. Who are our customers?

<--- Score

183. Are there any disadvantages to implementing ArcGIS? There might be some that are less obvious?

<--- Score

184. What did we miss in the interview for the worst hire we ever made?

<--- Score

185. What is an unauthorized commitment?

<--- Score

186. What is performance excellence?

<--- Score

187. Is it economical; do we have the time and money?

<--- Score

188. How much does ArcGIS help?

<--- Score

189. What management system can we use to leverage the ArcGIS experience, ideas, and concerns of the people closest to the work to be done?

<--- Score

190. Why are ArcGIS skills important?

<--- Score

191. What are the usability implications of ArcGIS actions?

<--- Score

192. How do we foster innovation?

<--- Score

193. If you had to rebuild your organization without any traditional competitive advantages (i.e., no killer a technology, promising research, innovative product/service delivery model, etc.), how would your people have to approach their work and collaborate together in order to create the necessary conditions for success?

<--- Score

194. What is Tricky About This?

<--- Score

195. How do we go about Securing ArcGIS?

<--- Score

196. We picked a method, now what?

<--- Score

197. Political -is anyone trying to undermine this project?

<--- Score

198. How do you govern and fulfill your societal responsibilities?

<--- Score

199. How do we accomplish our long range ArcGIS goals?

<--- Score

200. If you were responsible for initiating and implementing major changes in your organization, what steps might you take to ensure acceptance of those changes?

<--- Score

201. Have highly satisfied employees?

<--- Score

202. Among our stronger employees, how many see themselves at the company in three years? How many would leave for a 10 percent raise from another company?

<--- Score

203. Whom among your colleagues do you trust, and for what?

<--- Score

204. If I had to leave my organization for a year and the only communication I could have with employees was a single paragraph, what would I write?

<--- Score

205. Which functions and people interact with the supplier and or customer?

<--- Score

206. Who Uses What?

<--- Score

207. What will drive ArcGIS change?

<--- Score

208. What are the rules and assumptions my industry operates under? What if the opposite were true?

<--- Score

209. How will we insure seamless interoperability of ArcGIS moving forward?

<--- Score

210. What new services of functionality will be implemented next with ArcGIS ?

<--- Score

211. Who will be responsible for deciding whether ArcGIS goes ahead or not

after the initial investigations?

<--- Score

212. How do senior leaders deploy your organizations vision and values through your leadership system, to the workforce, to key suppliers and partners, and to customers and other stakeholders, as appropriate?

<--- Score

213. Do we say no to customers for no reason?

<--- Score

214. What is your BATNA (best alternative to a negotiated agreement)?

<--- Score

215. Whose voice (department, ethnic group, women, older workers, etc) might you have missed hearing from in your company, and how might you amplify this voice to create positive momentum for your business?

<--- Score

216. Is there a lack of internal resources to do this work?

<--- Score

217. How do senior leaders set organizational vision and values?

<--- Score

218. What external factors influence our success?

<--- Score

219. Do you have any supplemental information to add to this checklist?

<--- Score

220. What are the success criteria that will indicate that ArcGIS objectives have been met and the benefits delivered?

<--- Score

221. How important is ArcGIS to the user organizations mission?

<--- Score

222. How will we know if we have been successful?

<--- Score

223. Who do we want our customers to become?

<--- Score

224. Do we have the right capabilities and capacities?

<--- Score

225. How do we provide a safe environment -physically and emotionally?

<--- Score

226. What happens if you do not have enough funding?

<--- Score

227. What are your most important goals for the strategic ArcGIS objectives?

<--- Score

228. Who are the key stakeholders?

<--- Score

229. What was the last experiment we ran?

<--- Score

230. Has implementation been effective in reaching specified objectives?

<--- Score

231. What business benefits will ArcGIS goals deliver if achieved?

<--- Score

232. If our company went out of business tomorrow, would anyone who doesn't get a paycheck here care?

<--- Score

Add up total points for this section: _____ = Total points for this section

Divided by: _____ (number of statements answered) = _____ Average score for this section

Transfer your score to the ArcGIS Index at the beginning of the Self-Assessment.

Index

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