

Crosswalk Strategic Management Tasks to 2023-24 Baldrige Criteria & Results

	SMPS Task	Org. Profile	Leadership	Strategy	Customers	Measurement, Analysis & KM	Workforce	Operations	Results
PHASE I System Initiation	1. Assess Current Strategic Direction and Organizational Capabilities	P.1a P.1b P.2a P.2b	1.1a(1) 1.1b	2.1a(3) 2.1b(2)			5.1a(1)		
	2. Design and Organize a Program Based on These Assessments	P.2b		2.1a(1)					
PHASE II Environmental Assessment	3. Practice Foresight when Conducting External Strategic Analyses	P.1b2		2.1a(2)	3.1a(1) 3.1b(1)				7.1a 7.2a
	4. Gain Insight by Conducting Internal Strategic Analyses	P.1a2 P.1a3	1.2a(2)	2.1a(4)		4.1	5.1 5.2 5.2c(2) 5.2c(3)	6.1 6.2	7.3a(2)
	5. Evaluate Results of Strategic Analysis via SWOT/OTSW	P.2a P.2b		2.1a(2) 2.1a(3)		4.1b(2) 4.2c			
PHASE III Strategy Formulation	6. Define the Strategic Direction of the Organization		1.1a(1) 1.1c(2)	2.1b(1)					7.4a(1)
	7. Establish High-Level Strategy	P.1b2	1.1c(1)	2.1a(3) 2.1b(2) 2.2a(4) 2.2b					7.2
PHASE IV Strategic Planning	8. Develop Strategic Plan			2.1a(1) 2.1a(3) 2.1b(1) 2.1b(2)					7.5b
	9. Develop Strategic Operating Plan			2.2a(1) 2.2a(2) 2.2a(3) 2.2a(5) 2.2a(6)	3.2b		5.1a(3) 5.1a(4)		7.5b
PHASE V Strategy Execution	10. Design and Transform the Operating Model								
	11. Align Behind the Strategy		1.1b 1.1c(1) 1.1c(2)	2.2a(3) 2.2a(4) 2.2a(5) 2.2a(6)		4.1a(1)			7.4a(1) 7.5b
	12. Implement the Strategic Operating Plan		1.2a(1)	2.2a 2.2b					7.4a(1) 7.5b
PHASE VI Performance Management	13. Measure Performance			2.2a(5)	3.2	4.1	5.2	6.1b(1)	7.2 7.5b
	14. Learn and Adapt			2.2b		4.1a(1) 4.1b(2)			
	15. Engage Stakeholders and Govern Strategy as an Ongoing Process	P.2c				4.1a(1) 4.1b(1)		6.1a(3) 6.1b(2)	