

## Item P.2 Organizational Challenges

### What are your key organizational challenges?

Describe your organization's competitive environment, your **KEY STRATEGIC CHALLENGES** and **advantages**, and your **SYSTEM** for **PERFORMANCE** improvement.

Within your response, include answers to the following questions:

#### P.2a. Competitive Environment

- (1) What is your competitive position?  
What is your relative size and growth in your industry or markets served?  
What are the numbers and types of competitors for your organization?
- (2) What are the principal factors that determine your success relative to your competitors?  
What are any **KEY** changes taking place that affect your competitive situation, including **OPPORTUNITIES** for **INNOVATION** and **COLLABORATION**, as appropriate?
- (3) What are your **KEY** available sources of **COMPARATIVE** and competitive data from within your industry?  
What are your **KEY** available sources of **COMPARATIVE** data **from** outside your industry?  
What limitations, if any, are there in your ability to obtain these data?

#### P.2b. Strategic Context

What are your **KEY** business, operational, and human resource **STRATEGIC CHALLENGES** and **advantages**?

What are your **KEY STRATEGIC CHALLENGES** and **advantages** associated with organizational **SUSTAINABILITY**?

#### P.2c. Performance Improvement System

What are the **KEY** elements of your improvement **SYSTEM**, including your evaluation and **LEARNING PROCESSES**?

#### Notes:

**N1.** Principal factors (**P.2a[2]**) might include differentiators such as price leadership, design services, **INNOVATION rate**, geographic proximity, accessibility, and warranty and product options. *For some nonprofit organizations, differentiators also might include your relative influence with decision makers, ratio of administrative costs to programmatic contributions, reputation for program or service delivery, and wait times for service.*

**N2.** **STRATEGIC CHALLENGES** and **advantages** (**P.2b**) might **relate to technology, products, your operations, your industry, globalization, your VALUE chain, and people.**

**N3.** **PERFORMANCE** improvement (**P.2c**) is an assessment dimension used in the **SCORING SYSTEM** to evaluate the maturity of organizational **APPROACHES** and **DEPLOYMENT**. This question is intended to help you and the Baldrige Examiners set an overall context for your **APPROACH** to **PERFORMANCE** improvement. Overall **APPROACHES** to **PERFORMANCE** improvement (**P.2c**) might include implementing a **Lean Enterprise System**, applying **Six Sigma methodology**, using **ISO 9000:2000 standards**, or employing other **PROCESS** improvement tools.

**N4.** *Nonprofit organizations frequently are in a very competitive environment; they often must compete with other organizations and with alternative sources for similar services to secure financial and volunteer resources, membership, visibility in appropriate communities, and media attention.*

**N5.** *For nonprofit organizations, the term "business" (**P.2b**) is used throughout the Criteria to refer to your main **MISSION** area or enterprise activity.*

For additional description of this Item, see [P.2 Organizational Challenges](#) description.

2007 Criteria Item Links: [1.1](#) - [1.2](#) - [2.1](#) - [2.2](#) - [3.1](#) - [3.2](#) - [4.1](#) - [4.2](#) - [5.1](#) - [5.2](#) - [6.1](#) - [6.2](#) - [7.1](#) - [7.2](#) - [7.3](#) - [7.4](#) - [7.5](#) - [7.6](#) - [P.1](#) - [P.2](#)

Blue Words above are hyperlinks. Yellow highlight identifies words that are newly added to the 2007 Business and Nonprofit Criteria.

Baldrige Best Practice Processes and Application Information Capture Templates will be added here soon. Hyperlinks are also being updated. Check back.

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