Item Integration Matrix (i2M)™

Baldrige Criteria for Performance Excellence

User instructions: Read down the left "Criteria Item" column to the item of interest, then across row for criteria linkages.

Criteria Item	Key Linkages (**bold** = direct impact, non-bold = indirect influence)						
	Cat 1	**Cat 2**	**Cat 3**	**Cat 4**	**Cat 5**	**Cat 6**	**Cat 7**
P.1a(1)	1.2b(1)	**2.1a(2)**, 2.1b(2)	3.1a(1-2), 3.1b(2), **3.2a(1-3)**	4.1a(1), 4.1b, 4.1c(1)	5.1a(1-4)	**6.1a**, 6.2d	**7.1a, 7.2a**
P.1a(2)	**1.1a(1), 1.1a(3)**, 1.2c(2)	**2.1a(1-2)**, 2.1b(2)	3.2a(1)	4.1a(1), 4.1b	5.1a(3), 5.2a(1-3), 5.2c(1)	**6.1a**, 6.2d	7.4b, **7.4a(1)**
P.1a(3)	**1.1a(1-3)**, 1.1b(1-2)	2.2a(2), **2.2a(4)**	3.2b(1)	4.1c(3), 4.2a(1)	**All**	6.1b, 6.2c(2)	7.1b(1), **7.3a(1-4)**, 7.4a(1)
P.1a(4)	1d(1)	**2.1a(3)**	3.1a(1)	4.2a(1-2), **4.2b(1-2)**	5.1a(1)	6.1b(2), **6.2c(2)**	7.1a
P.1a(5)	1.1a(2), **1.2b(1), 1.2c(1)**	**2.1a(3)**	3.2a(1)	4.1a(1), 4.1b	5.1a(1), 5.1a(3)	**6.1a(2)**	**7.4a(3)**
P.1b(1)	1.1b(1), **1.2a(1-2), 1.2b(2)**	2.2a(5),2.2b		4.1b			**7.4a(2)**
P.1b(2)	1.1a(3), 1.2c	**2.1a(3), 2.1b(2)**	**All**	**4.1a(3)**, 4.2a(1)	5.1a(3), 5.2c(1)	**6.1a, 6.2d**	7.1a(1), 7.2a
P.1b(3)	1.1a(1), **1.2b**	**2.1a(4)**, 2.2a(2)	3.1a	4.1a, 4.1b, 4.2a(2-3)	5.1a(4)	6.1a(1), **6.2b**, 6.2d	7.1b(1)
P.2a(1)	1.1a(3)	**2.1a(3), 2.1b(2), 2.2b**	3.1a(2), 3.2a(1,3)	4.1a(2)	5.1a(2)	6.1b(3),6.2a, 6.2d	7.2a, **7.5a(2)**
P.2a(2)	1.1a(3)	**2.1a(2)**, 2.1a(3), 2.1b(2), **2.2b**	3.1a(2), 3.2a(1,3)	4.1a(2)	5.1a(2)	**6.2d**	7.1b(1), 7.2a, 7.5a(2)
P.2a(3)	1.1a(3)	**2.2b**	**3.1b(2)**	**4.1a(2), 4.1c(2)**	5.2b	6.1b(1), 6.2a	**7.1a(1), 7.2, 7.3, 7.4, 7.5**
P.2b	1.1a(3), 1.1b(2)	**2.1a, 2.1b**	3.2a(1)	4.1a(1), 4.1b	5.1a(3), **5.2c(1)**	6.2d	**7.4b**
P.2c	**1.1b(2)**	2.1a(2), 2.2a(5)	3.1b	4.1a(3), 4.1b, **4.1c(1,3), 4.2a(2)**	5.1a(3), **5.2a(2)**	**6.1b(3)**, 6.2d	7.1b(1)
1.1a(1)	**1.1a(3)**, 1.2c(2)	**2.1a, 2.1b(2)**	3.2a(1)	4.1a(1), 4.1b	5.1a(3), 5.2a(1-3), 5.2c(1)	6.1b(3), 6.2b, 6.2d	7.4b, **7.4a(1)**
1.1a(2)	**1.2b**		3.1a, **3.2b**		5.1a(2), 5.2a(1), **5.2c(1)**	6.1a, 6.1b	**7.4a(4)**
1.1a(3)	**1.1b(2)**,1.2	**2.1a(2), 2.2b(2)**, 2.2a(3), **2.2a(4)**	3.1a, 3.2b	4.1b, 4.1c, 4.2b(4)	5.1a(4), **5.2a(3), 5.2c**	6.1a(1), 6.1b(3), **6.2d**	7.1a, 7.2a, 7.4a, **7.4b**
1.1b(1)	**1.1a(1)**	**2.2a(2)**, 2.2a(6)	**3.2b**	4.1a(3), 4.1b, 4.1c, 4.2a(1)	**5.1a(3-4), 5.2a(2), 5.2a(3)**	6.1b	7.2a, **7.4a(1)**
1.1b(2)	1.1a(1), **1.1a(3)**	**2.1a(2), 2.1b(1), 2.2a(2)**		4.1a(3), **4.1b**	**5.1a(3), 5.2a(3)**	6.1b(3), **6.2d**	7.2, 7.3, **7.4b**, 7.5
1.2a(1)	1.1b(1), **1.2a(2)**, 1.2b(2)	2.2a(5), 2.2b	3.2b(1)	4.1b	5.1a(3)	6.2a	**7.4a(2)**
1.2a(2)	1.1b(2), **1.2a(1)**	2.2b	**4.1a, 4.1b**		5.1a(3), 5.2a(3), **5.2b**	6.2d	7.1, 7.2, 7.3, **7.4, 7.5**
1.2b(1)	**1.1a(2)**	2.1a(3)	3.1a, 3.2b	4.1b	5.1a(2), 5.2a(1), **5.2c(1)**	**6.1a, 6.1b, 6.2b, 6.2c**	**7.4a(4)**
1.2b(2)	**1.1a(2)**		3.1a, 3.2b		5.1a(2), 5.2a(1), **5.2c(1)**	**6.1a, 6.1b, 6.2b**	**7.4a(4)**
1.2c(1)	**1.2c(2)**	**2.1a(3), 2.1b(2)**	3.2b(1)	4.1b	5.2a(1), 5.2b(1)	6.1a, 6.1b	**7.4a(5)**
1.2c(2)	**1.2c(1)**	**2.1a(3), 2.1b(2)**	3.2b(1)	4.1b	5.2a(1), 5.2b(1)	6.2c(2)	**7.4a(5)**

Organizational Profile (rows P.1a(1) – P.2c)

Leadership (rows 1.1a(1) – 1.2c(2))

*consultants solve problems. **accelerant** partners to create solutions.*

Criteria Item	Key Linkages (**bold** = direct impact, non-bold = indirect influence)						
	Cat 1	**Cat 2**	**Cat 3**	**Cat 4**	**Cat 5**	**Cat 6**	**Cat 7**
Strategic Planning							
2.1a(1)	1.1a(1), **1.1a(3)**, 1.2c(2)	**2.1a(3), 2.1b(2)**		4.1a(3), 4.1b	5.1a(1, 4)	6.1a	**7.4b**, 7.4a(1)
2.1a(2)	**1.1a(3), 1.1b(2)**	2.1a(4), **2.1b(2)**	3.1a, 3.2a(1)	**4.1a(1, 2, 3), 4.1c(3)**	**5.2a(3)**	6.1b(3), **6.2d**	**7.4b**
2.1a(3)	1.2b(1)	2.2b	3.1a, 3.2a(1), 3.2a(3)	4.1a(2), 4.1b	5.1a(1)	6.1a, 6.2d	7.2, **7.4b**, 7.5
2.1a(4)	1.1a(3), 1.1b(2)	**2.1a(3)**, 2.2b(2)	3.1a, 3.2a(1, 2)	**4.1c(3)**, 4.2a	5.2c(1)	6.1a, 6.1b, 6d	7.1, **7.4b**
2.1b(1)	**1.1b(2)**	2.2a(3), 2.2a(6)	3.2a(1)	**4.1a(1), 4.1b**	**5.1a(3), 5.2a(3)**	6.1a, 6.2d	**7.4b**, 7.5
2.1b(2)	1.1b(2), 1.2a	**2.1a(1-2)**	3.1a, 3.2a(1), **3.2a(3)**	**4.1b**	5.1a(1), **5.2c(1)**	6.1a, 6.1b, **6.2d**	**7.4b**
2.2a(1)	**1.1b**	2.1b(1-2), 2.2b	3.1a	**4.1a(1), 4.1b**	**5.1a(1), 5.1a(3-4), 5.2a(3), 5.2c(1)**	6.1b	**7.4b**
2.2a(2)	**1.1b**	2.1b(1-2), 2.2b	3.1a	**4.1a(1), 4.1b**	**5.1a(1), 5.1a(3-4), 5.2a(3), 5.2c(1)**	6.1b, 6.2b	**7.4b**
2.2a(3)	**1.1b(2)**	2.2a(4), **2.2a(6)**	3.2b(1)	**4.1a(1), 4.1b**	5.1a(1), 5.2a(3)	6.1b, 6.2a, **6.2d**	**7.4b**
2.2a(4)	**1.1a(1-3), 1.1b(1-2)**	2.2a(2), **2.2a(4)**	3.2b(1)	4.1c(3), 4.2a(1)	**5.1a(1), 5.1a(4)**	6.1b	7.4b **7.3a(1, 4)**
2.2a(5)	1.1b(2)	**2.2b**	3.1b	**4.1a, 4.1b**	5.2b	**6.1b(1)**	**7.4b**
2.2a(6)	1.1b(2)	**2.2a(3)**		**4.1a, 4.1b**	5.1a(1)	6.1b(1, 2)	**7.4b**
2.2b	1.1b(2)	**2.2a(5)**	3.1b	**4.1a, 4.1b**	5.2b	6.1b(1)	**7.1-7.5**
Customer Focus							
3.1a(1)	1.1a(3)	2.1a(2,3,4), 2.1b(2)	**3.1b, 3.2b**	**4.1a(3)**	**5.1a(3)**, 5.2a(3)	6.1a, 6.2a	**7.1, 7.2a(1)**
3.1a(2)	1.1a(3)	2.1a(2,3,4), 2.1b(2)	3.1b	**4.1a(3)**	5.1a(3), 5.2a(3)	6.1a, 6.2a	**7.1, 7.2a(1)**
3.1b(1)	1.1a(3)	2.1a(2,3,4), 2.1b(2)	**3.1a, 3.2b(1)**	**4.1a(3)**	5.1a(3), 5.2a(3)	6.1a(2), 6.1b, 6.2a	**7.1, 7.2a(1)**
3.1b(2)	1.1a(3)	2.1a(2,3,4), 2.1b(2)	**3.1a(2)**	**4.1a(3)**	5.1a(3), 5.2a(3)	6.1b, 6.2a	**7.1, 7.2a(1)**
3.1b(3)	1.1a(3)	2.1a(2,3,4), 2.1b(2)	**3.2b(2)**	**4.1a(3)**	5.1a(3), 5.2a(3)	6.1a(2), 6.1b(3), 6.2a	**7.1, 7.2a(1)**
3.2a(1)	1.2b(1)	2.1a(2,3,4), 2.1b(2)	3.1a, 3.1b(2), **3.2a(1-3)**	**4.1a(1)**, 4.1b, 4.1c(1)	5.1a(1-4)	**6.1a**	**7.1, 7.2a(2)**
3.2a(2)	1.1a(3)	2.1a(2,3,4), 2.1b(2)	**3.1a, 3.2a(4)**	4.2b(2)	5.1a(3), 5.2a(3)	6.1b	**7.1, 7.2a(2)**
3.2a(3)	1.1b(2)	2.1a(2,3,4), **2.1b(2)**	**3.1a, 3.1b**	**4.1a(3)**	5.2c(1)	6.1a	**7.1, 7.2a(2)**
3.2b(1)	1.1a(3)	2.1a(2,3,4), 2.1b(2), 2.2a(3)	**3.1a(1)**	**4.1a(3), 4.1b**	**5.1a(3)**, 5.2c(1)	6.1b(1), 6.2a	**7.1, 7.2a(2), 7.5a(2)**
3.2b(2)	1.1a(3)	2.1a(2,3,4), 2.1b(2), 2.2a(4)	**3.1a(3)**	**4.1a(3), 4.1b**	5.2c(1)	6.1a(2), 6.1b(3), 6.2a	**7.1, 7.2a(2)**

consultants solve problems. accelerant partners to create solutions.

Criteria Item	Key Linkages (**bold** = direct impact, non-bold = indirect influence)						
	Cat 1	Cat 2	Cat 3	Cat 4	Cat 5	Cat 6	Cat 7
4.1a(1)	1.1a(3), **1.1b(2)**	**2.2a(5)**, 2.2b	3.2a(1)	4.1b, **4.1a(3,4)**	**5.2b**	**6.1b(1)**	**7.1-7.5**
4.1a(2)	1.1b(2)	2.1a(3), 2.1b(1), **2.2b**	**3.1a(2), 3.1b(2)**	4.1a(1), 4.1c(2)	5.2b	6.1b(1)	**7.1-7.5**
4.1a(3)	1.1b(2)	2.1a(3), 2.1b(2)	**All**	**4.1b**	**5.1a(3), 5.2a(3)**	6.2d	**7.1-7.5**
4.1a(4)	**1.1a(3)**	**2.2a(6)**		**4.1a(1,3), 4.1b**	5.2b	**6.1b(1)**	**7.1-7.5**
4.1b	1.1a(3), **1.1b(2)**	**2.2a(5)**, 2.2b	3.2a(1)	4.1a(3), **4.1a(4)**	5.1a(1), **5.2b**	6.1b	**7.1-7.5**
4.1c(1)	**1.1b(1)**	**2.1b(2)**		4.1a(3), **4.2a(1)**	5.1a(3), 5.2c(1)	6.1b(3), **6.2d**	7.1-7.5
4.1c(2)	1.1b(2)	**2.2b**		**4.1a, 4.1b**	5.2b	6.1b	7.1-7.5
4.1c(3)	**1.1a(3)**	**2.1b(2)**	3.2a(1)	4.1a(1-3), **4.2a(1)**	**5.1a(1)**,	**6.2d**	**7.1b(1)**
4.2a(1)	1.1a(3)	**2.1a(3), 2.1b(2)**	**3.2b(1)**	4.1a(3), **4.1c(1,3)**	**5.2c(1)**	**6.1a**, 6.2a, 6.2b, 6.2d	**7.1b(1)**
4.2a(2)	1.1a(3)	2.2a(2), **2.2a(3)**	3.1a, 3.2a	4.1b, 4.1c	5.2a, 5.2b, **5.2c(1)**	6.1b(3), 6.2d	7.1-7.5
4.2b(1)	1.1a(3)	2.1a(3), 2.1b(2), 2.2a(6)		**4.2a, 4.2b**	5.1a(3), 5.2a(3)	**6.1b**	7.1b(1)
4.2b(2)	1.1a(3)	2.1a(3), 2.1b(2), **2.2a(6)**		**4.1b**, 4.1c(1)	**5.1a(3)**	**6.1b**	7.1b(1)
4.2b(3)	1.1a(3)	2.1a(3), 2.1b(2), 2.2a(6)		**4.2a, 4.2b**	5.1a(3), 5.2a(3)	**6.1b(2)**	7.1b(1)
4.2b(4)	1.1a(3)	2.1a(3), 2.1b(2), 2.2a(6)		**4.2a, 4.2b**	5.1a(3), 5.2a(3)	**6.1b(1,2), 6.2c(2)**	**7.1b(2)**
5.1a(1)	1.1a(3)	2.1a(3), **2.2a(4)**	3.2a(1, 2)	**4.1b**, 4.2a(1)	5.1a(4), **5.2c(1, 3)**	**6.1b(1,2)**	**7.3a(1)**
5.1a(2)	1.1a(1), 1.1a(3)	**2.2a(4)**	3.2a	4.2a(1)	5.1b(2), **5.2a(2, 3)**	6.1b(1,2), 6.2c	**7.3a(1)**
5.1a(3)	1.1a(3), **1.1b(1, 2)**	**2.2a(2)**, 2.2a(5)	**3.1a(1), 3.2b(2)**	**4.2a(2, 3)**	5.1b(2), **5.2a(2, 3)**	6.1b	7.3a
5.1a(4)	**1.1b(1)**	2.2a(2), 2.2a(5)	3.2a	**4.2a(1)**	**5.1a(1), 5.1a(2)**	6.1b	7.3a
5.1b(1)	1.1a(2, 3)	2.1a(3)		4.2b(1), 4.2b	5.2a(3), **5.2b**	6.2c	**7.3a(2)**
5.1b(2)	1.1a(3)				5.1a(2), 5.2a(2)		7.3a(2)
5.2a(1)	**1.1a(1), 1.1b(1)**	**2.2a(2)**		4.1c(3), 4.2a(2, 3)	5.1a(3), 5.1b(2), 5.2a(3), **5.2b**, 5.2c	6.1b, 6.2d	**7.3a(3)**
5.2a(2)	**1.1a(1, 2), 1.1b**	2.2a(2)		4.1c(3), 4.2a(1)	5.1a(2), 5.1b(2)	6.1b, 6.2d	**7.3a(3)**
5.2a(3)	**1.1a(3), 1.1b(2)**	**2.1a(2)**, 2.2a(2)	3.1a, 3.1b	4.1b, 4.1c(3) 4.2a(1),	**5.2a, 5.2b**, 5.2c	6.1b, 6.2a, **6.2d**	7.3a(3), 7.4b
5.2b(1)	**1.1a(3), 1.1b(2), 1.2a(2)**	2.2a(2), 2.2a(5)	3.1b	**4.1b**, 4.1c(3)	5.2a(1)	6.1b, 6.2d	7.2a, **7.3a(3)**
5.2b(2)	1.1a(2, 3)	2.2a(5), **2.2b**	3.1b	**4.1b**, 4.1c(3)	5.2a(1), 5.2b(1)	**6.1b, 6.2d**	7.1a, 7.1b(1), 7.4b, 7.2a, **7.3a(3)**, 7.4a(1, 4), 7.5a(1)
5.2c(1)	**1.1a(2, 3), 1.1b(2), 1.2a(2), 1.2b**	**2.1a(3), 2.2a(2)**	**3.2b**	**4.1c(3)**	**5.1a, 5.2a**	**6.1b, 6.2d**	**7.3a(4)**
5.2c(2)	1.2a(2)	2.2a(4)	3.2b	**4.1b**	5.1a(1), **5.2c(1)**	6.1b, 6.2a	**7.3a(4)**
5.2c(3)	**1.2a(2)**	2.2a(4)	3.2b	4.1b	5.1a(1)	6.1b	**7.3a(4)**

Row groups (left vertical labels):
- **Measurement, Analysis, and KM** — rows 4.1a(1) through 4.2b(4)
- **Workforce Focus** — rows 5.1a(1) through 5.2c(3)

consultants solve problems. **accelerant partners to create solutions.**

Criteria Item	Key Linkages (**bold** = direct impact, non-bold = indirect influence)						
	Cat 1	**Cat 2**	**Cat 3**	**Cat 4**	**Cat 5**	**Cat 6**	**Cat 7**
6.1a(1)	1.1a(2,3), **1.2b(1,2)**, 1.2c(1)	2.1a(1,3,4), 2.1b	3.1a, **3.2a(1)**, 3.2a(3)	**4.2a(1)**	5.1a(1,2)	6.1b, 6.2a, 6.2c, 6.2d	7.1a
6.1a(2)	1.1a(2), **1.2b(1,2)**, 1.2c(1)	2.1a(1,3,4), 2.1b	3.1a, 3.1b(1,3), **3.2a(1)**, 3.2a(3), 3.2b(2)	**4.2a(1)**	5.1a(1,2)	**6.1b, 6.2a**	**7.1a**
6.1b(1)	1.1a(2), 1.1b(1), **1.2b(1,2)**, 1.2c(1)	2.1a(4), 2.1b(2), 2.2a(1-4,6), **2.2a(5)**, 2.2b	3.1b(1,2), 3.2a(2), 3.2b(1)	**4.1a(1)**, 4.1a(2,4), 4.1b, 4.1c(2), **4.2b(1,2,4)**	5.1a(3,4), 5.2a, 5.2b(1), **5.2b(2), 5.2c(1)**, 5.2c(2,3)	**6.1a**, 6.1b(2), 6.2a	**7.1b(1)**
6.1b(2)	1.1a(2), 1.1b(1), **1.2b(1,2)**, 1.2c(1)	2.1a(4), 2.1b(2), 2.2a(1-4,6)	3.1b(1,2), 3.2a(2)	4.1b, 4.1c(2), **4.2b**	5.1a(3,4), 5.2a, 5.2b(1), **5.2b(2)**, **5.2c(1)**, 5.2c(2,3)	**6.1a**, 6.1b(1), 6.2b, 6.2c	7.1b(1)
6.1b(3)	1.1a, 1.1b(1,2), **1.2b(1)**, 1.2c(1)	2.1a(2,4), 2.1b(2), 2.2a(1-4)	3.1b(3), 3.2a(2), 3.2b(2)	4.1b, 4.1c(1,2), 4.2a(2), **4.2b(1,2)**	5.1a(3,4), 5.2a, 5.2b(1), **5.2b(2)**, **5.2c(1)**, 5.2c(2,3)	**6.1b, 6.2a, 6.2d**	**7.1b(1)**
6.2a	1.2a(1)	2.2a(3)	3.1a, 3.1b, 3.2b	4.2a(1)	5.2a(3), 5.2c(2)	**6.1a**, 6.1b(1,3)	**7.1b(1)**
6.2b	1.1a(1), **1.2b(1,2)**	2.2a(2)		4.2a(1)		6.1b(2)	**7.1c**
6.2c(1)	**1.2b(1)**				5.1a(2), 5.1b(1)	6.1b(2)	**7.1b(2)**
6.2c(2)	**1.2b(1)**, 1.2c(2)			**4.2b(4)**	5.1a(2), 5.1b(1)	6.1b(2)	**7.1b(2)**
6.2d	1.1a(1), **1.1a(3)**, 1.1b(2), 1.2a(2)	**2.1a(2)**, 2.1a(3,4), 2.1b(1), **2.2a(3)**	3.1(1)	4.1a(3), **4.1c(1,3)**, 4.2a(1,2)	5.2a, 5.2b(1), **5.2b(2), 5.2c(1)**	**6.1a, 6.1b(3)**	**7.4b**
7.1a			3.2a(1)	4.1a,b, 4.2a(1)	5.2b(2)	**6.1a**	7.2, 7.5
7.1b(1)				4.1a,b, 4.2a(1)	5.2b(2)	**6.1b(1,3)**, 6.1b(2), **6.2a**	7.2, 7.5
7.1b(2)				4.1a,b, 4.2a(1), **4.2b(4)**	5.1b(1)	**6.2c**	7.2, 7.5
7.1c				4.1a,b		**6.2b**	7.1a, 7.1b
7.2a(1)			**3.1a, 3.1b, 3.2a**	4.1a,b	5.2b(2)		7.1
7.2a(2)			**3.1b(1), 3.2b(1)**	4.1a,b	5.2b(2)		7.1
7.3a(1)				4.1a,b	**5.1a(1)**		7.1, 7.2
7.3a(2)	1.1b(1)			4.1a,b	**5.1b**, 5.2b(2)	6.2c	7.4a(1)
7.3a(3)	1.1b(1)			4.1a,b	**5.2a(1), 5.2b**		7.2
7.3a(4)	1.1a(3)			4.1a,b	**5.2c**		7.1
7.4a(1)	**1.1a(1), 1.1b(1), 1.1b(2)**			4.1a,b	**5.2a(2)**, 5.2b(2)		7.3a(2, 3)
7.4a(2)	**1.2a(1, 2)**			4.1a,b			7.1
7.4a(3)	1.2a(1), **1.2b(1)**	2.1a(3)		4.1a,b			7.1
7.4a(4)	**1.1a(2), 1.2b(2)**			4.1a,b	5.2b(2)		
7.4a(5)	**1.2b(1), 1.2c**			4.1a,b			
7.4b	1.1a(3), 1.1b(2)	2.1a(2), **2.1b(1), 2.2a(5), 2.2b**		4.1a(1), 4,1a,b	5.2a(3), 5.2b(2)	6.2d	7.1, 7.2, 7.3, 7.4, 7.5
7.5a(1)	**1.1b(2)**	**2.2a(3)**		**4.1a**,b	5.2b(2)	6.2a	7.1b, 7.5a(2)
7.5a(2)	1.1b(2)	2.1a(3)	**3.2a(1), 3.2a(3), 3.2b(1)**	**4.1a**,b			7.1b, 7.5a(1)

Left band labels: Operations Focus (rows 6.1a(1) – 6.2d); Results (rows 7.1a – 7.5a(2))

Note: Category 7 criteria items relate indirectly to many other process items. The Category 7 matrix emphasizes direct, significant linkage of results items to process items (**bold**) and most important indirect relationships.

consultants solve problems. accelerant partners to create solutions.

SELECTED THEMATIC ELEMENTS WITH EXPLICIT LINKAGES IN THE CRITERIA

Theme	Criteria Linkages							
	OP	Cat 1	Cat 2	Cat 3	Cat 4	Cat 5	Cat 6	Cat 7
Action Plans		[1.1b(2)]	2.2a		4.1b, 4.1c(2)	5.2a(3), 5.2c(1)		[7.4a(1)], 7.4b
Best Practices					4.1c(1), 4.2a(1)			
Capability and Capacity			2.2a(4)			5.1a(1,4)		7.3a(1)
Core Competencies	P.1a(2)	1.2c(2)	2.1a(4), 2.1b(2)			5.1a(3), 5.2c(3)		7.4b
Customer Focus/ Experience		1.1a(3), 1.1b(1,2)		[3.1, 3.2]	4.1a(3)	5.1a(3), 5.2a(3), 5.2c(1)		7.1a, 7.2a
Diversity	P.1a(3)					5.1a(2), 5.1b(2), 5.2a(2)		7.3a
High Performance		1.1b(1)			4.1c(1)	5.2a(2,3)		
Innovation	P.1b(3)	1.1a(3), 1.1b(2)	2.1a(2)		4.1a(1-3), 4.1c(3), 4.2a(1)	5.2c(1)	6.2d	7.1b1
Learning	[P.2c]	1.1a(3)			4.2a(2)	5.2c(1,2)		
Measurement/ Results / Indicators		1.2b	2.2a(5), 2.2b	3.1b(1,3)	4.1a(1,4), 4.1b	5.1b(1), 5.2b(1)	6.1b(1), 6.2b	7.1-7.5
Partners, Collaborators, Vendors, Suppliers	P.1b(3)	1.1a(1), 1.2b(1,2)	2.1a(4), 2.1b(1), 2.2a(2)		4.1c(3), 4.2a(1), 4.2b(2)		6.2b	[7.1c]
Process / Performance Improvement	P.2c	1.1a(3), 1.1b(2)			4.1a(1), 4.1c(3)	5.2b(2), 5.2c(1)	6.1b(1,3), 6.2b	
Product Offerings/ Products/Services	P.1a(1,5), P.1b(2,3)	1.1b(1)	2.1b(1)	3.1a, 3.1b(2), 3.2a			6.1a,, 6.1b(1,3)	7.1a, 7.2a(1)
Risks, Intelligent Risks, Risk Taking		1.1a(3), 1.1b(2), 1.2b(1)	2.1a(2,3), 2.2a(3)			5.2a(3)	6.2d	7.4b
Safety	P.1a(3,5)					5.2b(1)	6.2c(1)	7.3a(2)
Social Media		1.1b(1)		3.1a(1), 3.2b(1)	4.1a(3)			
Stakeholders	P.1b(2)	1.1a(1), 1.1b(2), 1.2a(1), 1.2b(2)	2.1b(2)					7.4a(4)
Strategic Advantages	P.2b		2.1a(3)., 2.1b(2)					[7.4b]
Strategic Challenges	P.2b		2.1a(3), 2.1b(2)			5.2c(1)		[7.4b]
Strategic Objectives		1.1a(3), 1.1b	21.1b, 2.2a(1,2,4)		4.1a(1), 4.1b			[7.4b]
Strategic Opportunities			2.1a(2), 2.1b(2)				6.2d	[7.4b]
Succession Planning		1.1a(3), 1.2a(1)				5.2c(3)		
Support Process	P.1b(2,3)						6.1b(2)	7.1b(1)
Sustainability		1.1a(3)	2.1a(3)				6.1	
Values	P.1a(2)	1.1a(1)						7.4a(1)
Vision	P.1a(2,3)	1.1a(1), 1.1b(2)						7.4a(1)
Work Process							6.1a, 6.1b(1,3), 6.2a	7.1b(1)
Work System	P.1b(3)		2.1a(4)					

consultants solve problems. accelerant partners to create solutions.