

Baldrige - Much More than an Award...

focus, align, and accelerate your performance excellence efforts using the Baldrige Criteria for Performance Excellence



Paul Grizzell

April 7, 2011



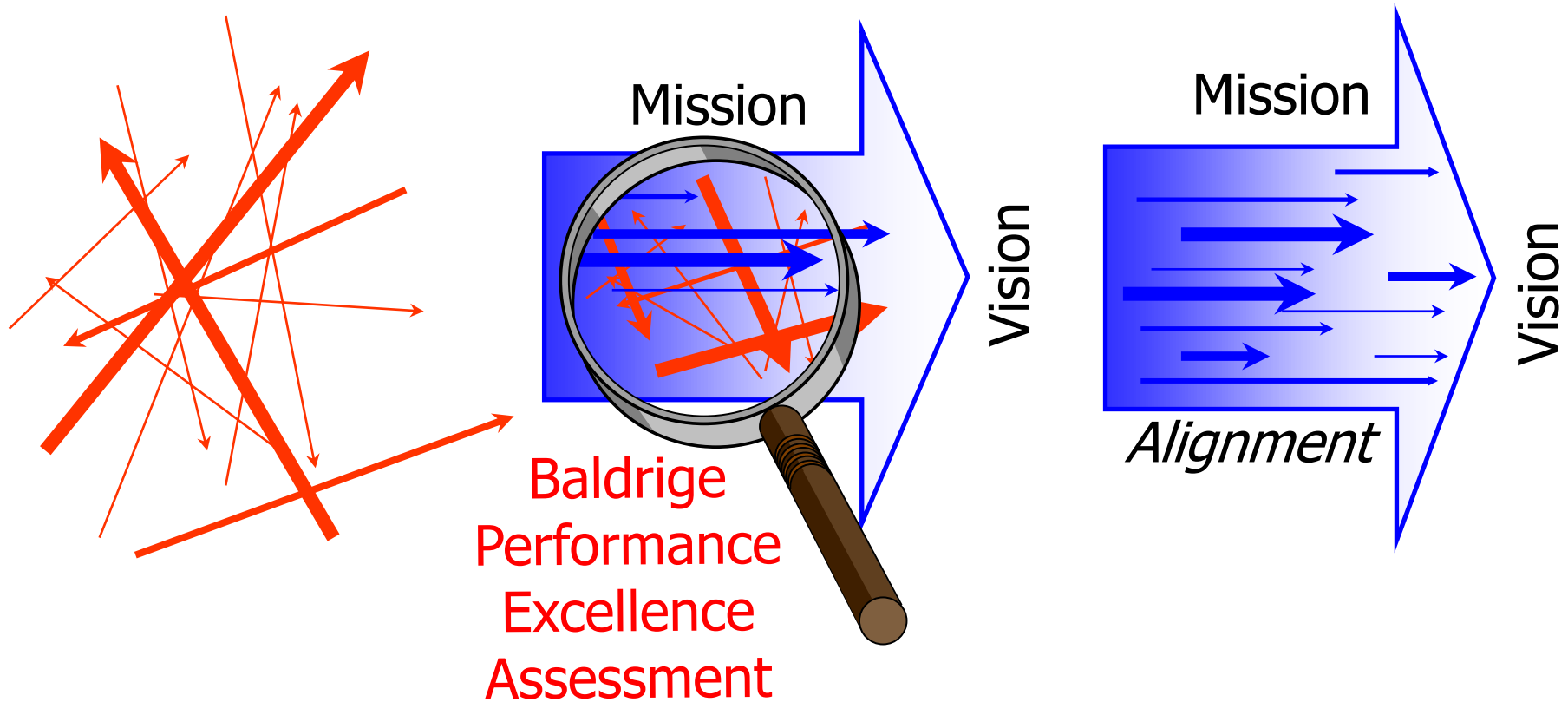
Core Values Partners Baldrige Process

- ▼ Awareness
- ▼ Assessment
- ▼ Application
- ▼ Advancement

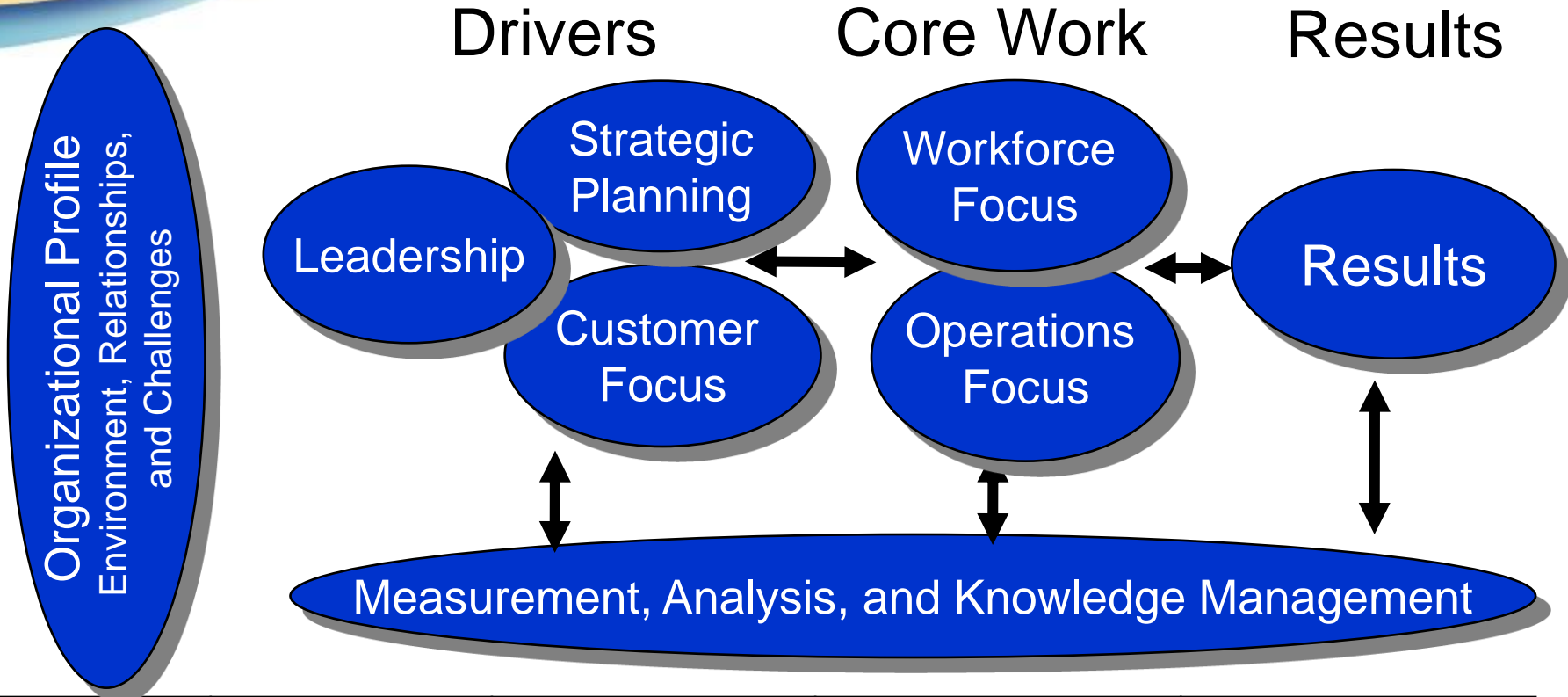
What is Baldrige?

Baldrige is an outcome-focused, evidence-based management model based on the characteristics of high-performing organizations.

Why Baldrige? Focusing Energy & Resources

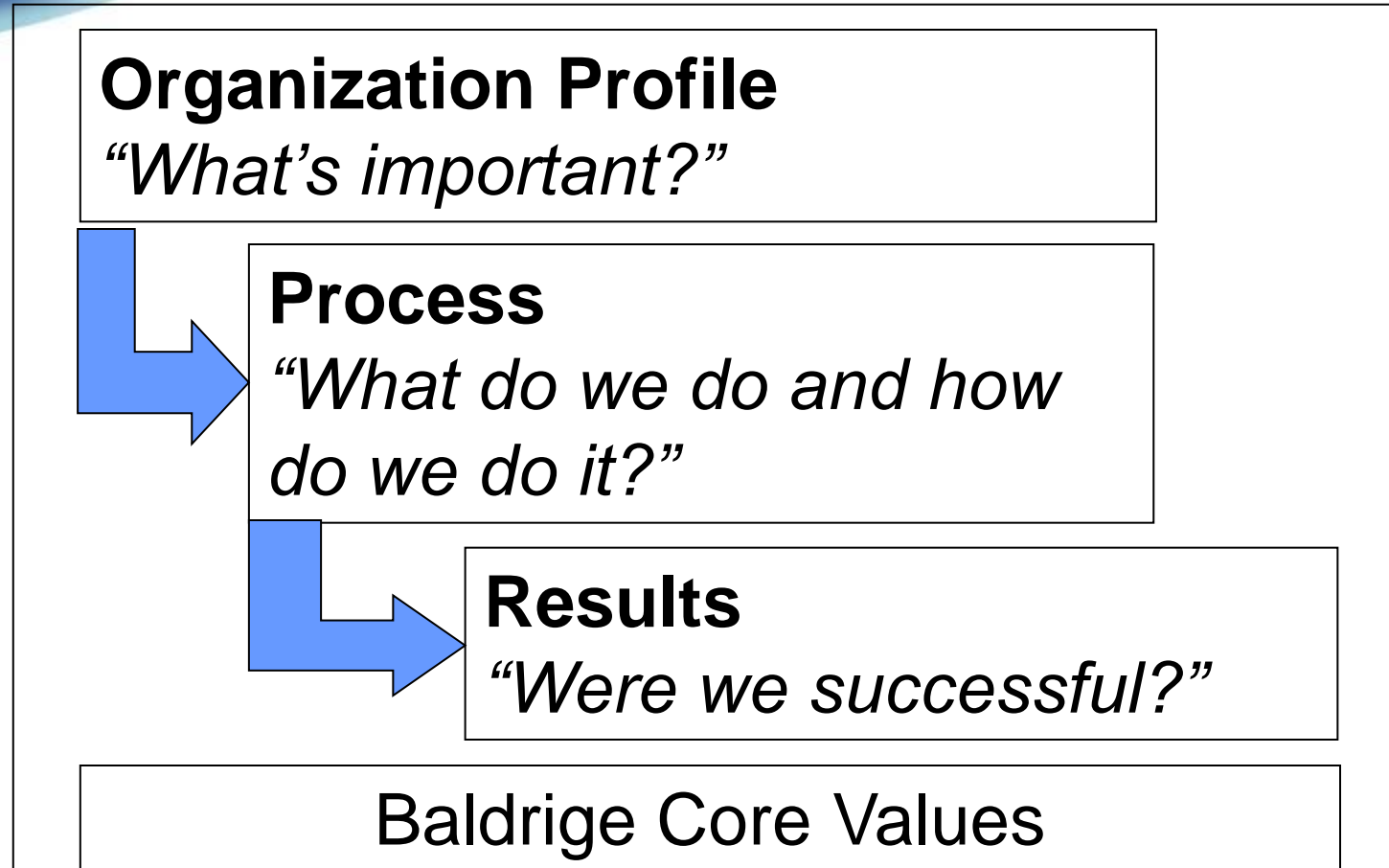


The Baldrige Framework



| | | | | | |
|----------------------|----------------------------|--------------------------------------|--------------------------------------|--|---------------------|
| Visionary Leadership | Patient-Focused Excellence | Organizational and Personal Learning | Valuing Workforce Members & Partners | Societal Responsibility and Community Health | |
| Focus on the Future | Managing for Innovation | Management by Fact | Agility | Focus on Results and Creating Value | Systems Perspective |

Baldrige Application Components



linkage and alignment across your organization



What does a senior leader care about...and how does Baldrige support it?



Leader Challenges



“I see the Baldrige process as a powerful set of mechanisms for *disciplined people* engaged in *disciplined thought* and taking *disciplined action* to create *great organizations* that produce *exceptional results*.”

Jim Collins, author of *Good to Great: Why Some Companies Make the Leap...and Others Don't* and *How the Mighty Fall: And Why Some Companies Never Give In*



Why Baldrige?

The Baldrige process can help...

- ...hold your organization *accountable*
- ...*sustain* your organization
- ...*align* your organization
- ...*improve* your organization
- ...*recruit* to your organization
- ...*reward and recognize* your organization
- ...*you get better...faster!*



2010-10 Baldrige Criteria for Performance Excellence Scoring

| <u>Category</u> | <u>Points</u> |
|----------------------------|---------------|
| 1. Leadership | 120 |
| 2. Strategic Planning | 85 |
| 3. Customer Focus | 85 |
| 4. Human Resources | 85 |
| 5. Financial Performance | 85 |
| 6. Operations Focus | 85 |
| 7. <u>Business Results</u> | <u>450</u> |
| Total | 1,000 |

This score measures the *performance excellence maturity* of your organization.

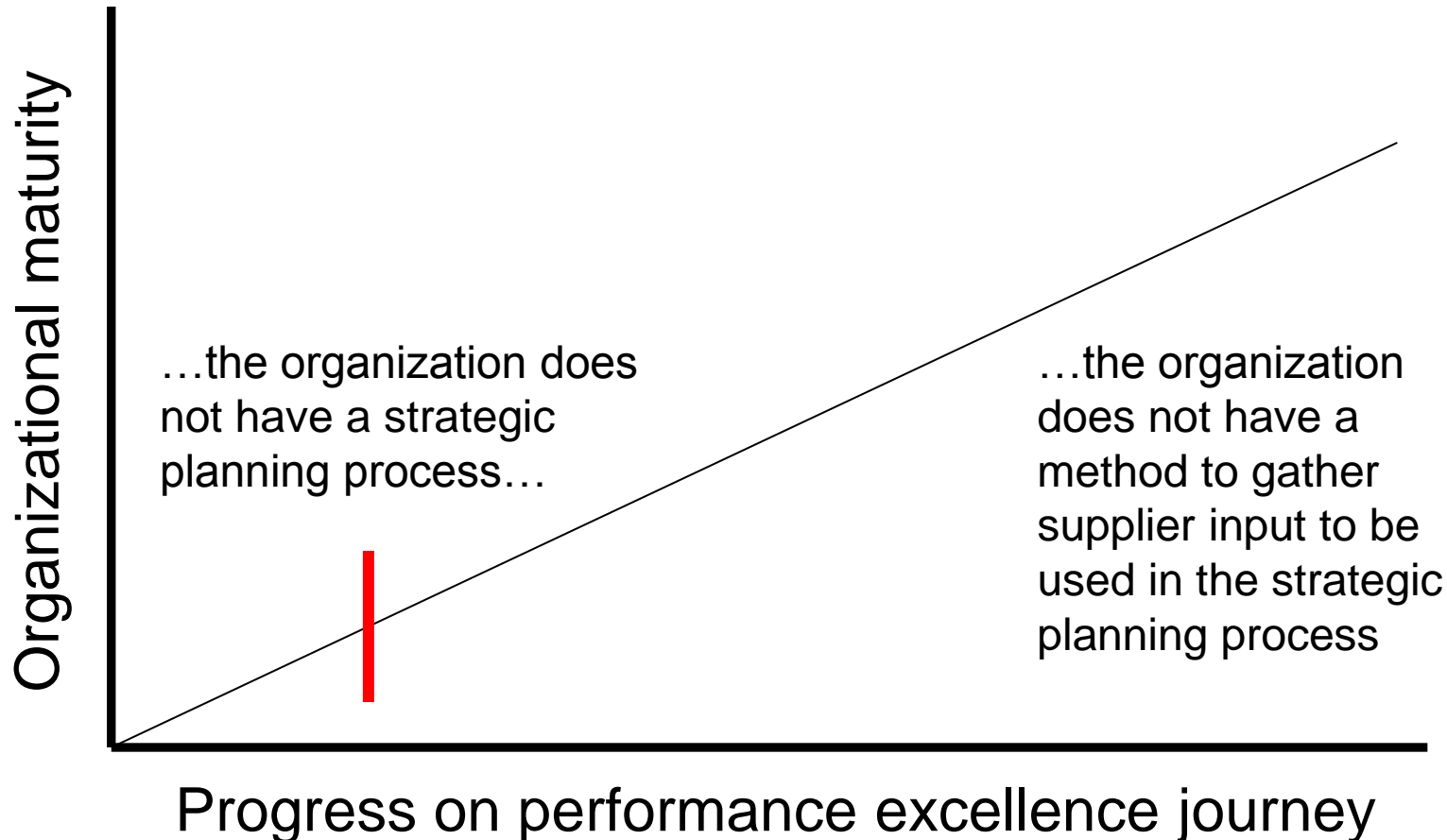
“Opportunities for Improvement” versus “Weaknesses”

Weaknesses



“Opportunities for Improvement” versus “Weaknesses”

Opportunities for Improvement



Overall purposes of improvement efforts

Baldrige - PDSA - Six Sigma - Lean
Never-ending quest for excellence

Increase competitive advantage

Threshold Quality – JC, FDA, other regulatory requirements
Quality required to be "in the game"



Reality of a typical Baldrige journey...



Honeymoon

Year 1



**Reality Sets In
Uncomfortable Gap**

Year 2



**Commitment
and
Consistency**

Year 3

2010 Baldrige Award Recipients

- MEDRAD – Warrendale, PA – (Mfg.)
- Nestle Purina Pet Care – St. Louis, MO – (Mfg.)
- Freese and Nichols, Inc. – Ft. Worth, TX – small business
- K&N Management – Austin, TX – small business
- Studer Group – Gulf Breeze, FL – small business
- Advocate Good Samaritan Hospital – Downer's Grove, IL – health care
- Montgomery County Public Schools – Rockville, MD - education

Key learnings from this week's Quest for Excellence Conference

Strong themes throughout the conference:

- ▶ High ethical principles and transparency
- ▶ Asking the why question
- ▶ Sense of community
- ▶ Innovation
- ▶ Importance of alignment and choice of metrics
- ▶ Clear alignment from workforce to customer to metrics

How do I learn more about Baldrige recipients?

- ▶ Go to Baldrige website at www.baldrige.nist.gov
- ▶ Go to Award Recipients tab at top of page
- ▶ Go to Award Recipients Information
- ▶ Available are:
 - Contacts
 - Profile
 - Award Application Summary

What does Baldrige do?

Baldrige helps us *formalize* the
informal.

Frank Sardone

President and CEO

Bronson Healthcare Group

Why Baldrige?

- ▶ A systematic management model based on characteristics of high-performing companies
- ▶ Based on a set of core values
- ▶ Strong focus on results
- ▶ Non-prescriptive
- ▶ Flexible in adaptation to uniqueness of organizations
- ▶ A proven model that will help you move forward on your organizational performance excellence journey

Next steps for you in committing to a MN Council for Quality journey

1. Partner with the MN Council for Quality
2. Understand and engage with the Baldrige Core Values
3. Develop an Organizational Profile
4. Identify assessment method to advance performance excellence

Thanks for your time....



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