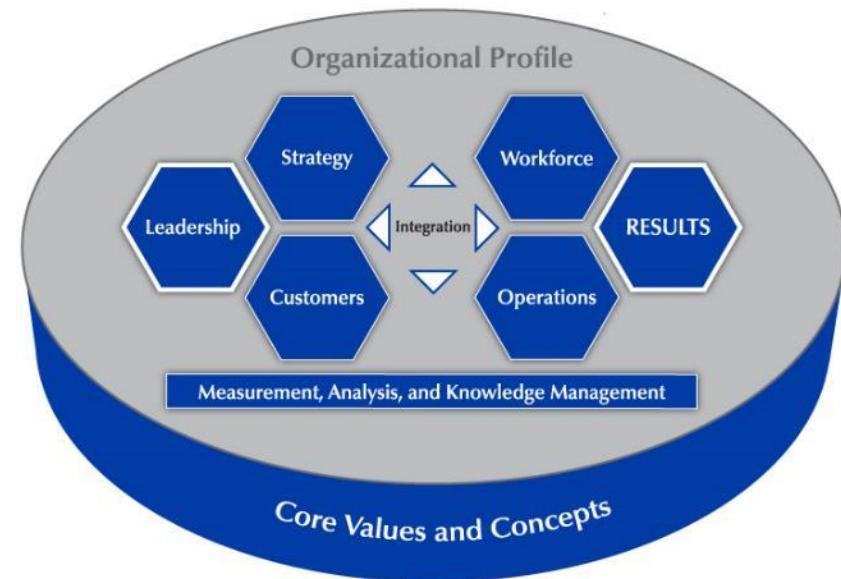


Introduction to the Baldridge Excellence Framework

Proven leadership and management practices for high performance



Baldridge Performance Excellence Program | 2020



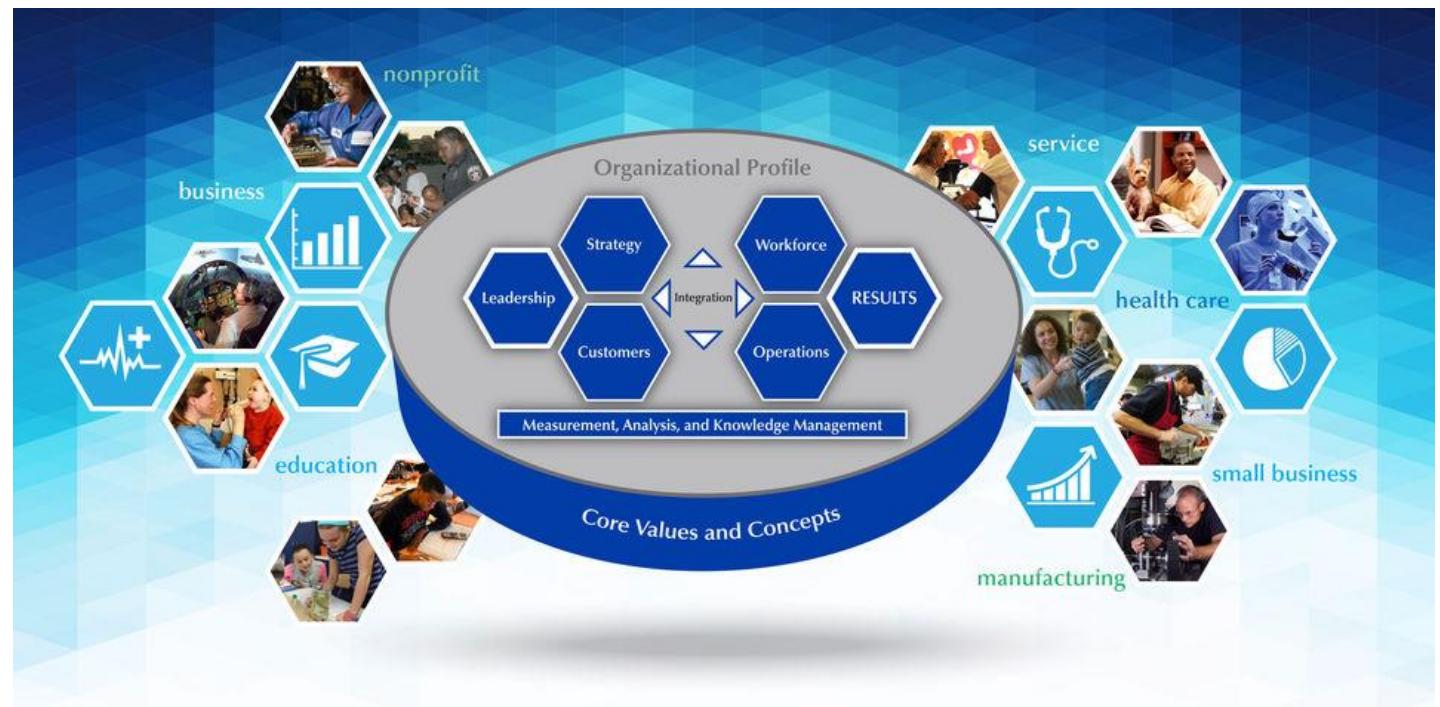
I see the Baldrige process as a **powerful set of mechanisms** for disciplined people engaged in disciplined thought and taking disciplined action to **create great organizations that produce exceptional results.**

— *Jim Collins, author of Good to Great: Why Some Companies Make the Leap ... and Others Don't*



For more than 30 years:

- Defining performance excellence: the leading edge of validated leadership and performance practice
- Sharing best practices
- Helping organizations improve



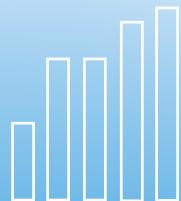
A Focus on Improvement

Consistently
effective processes

Approaches that
address your
organization's
needs

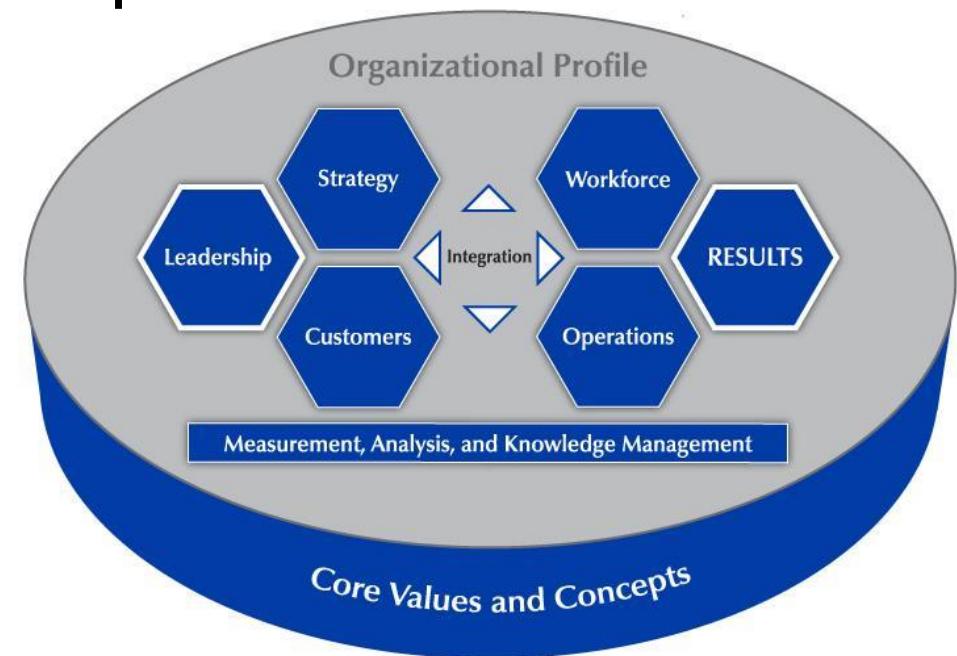
Results

Organizational
learning, innovation,
and improvement



A Systems Perspective

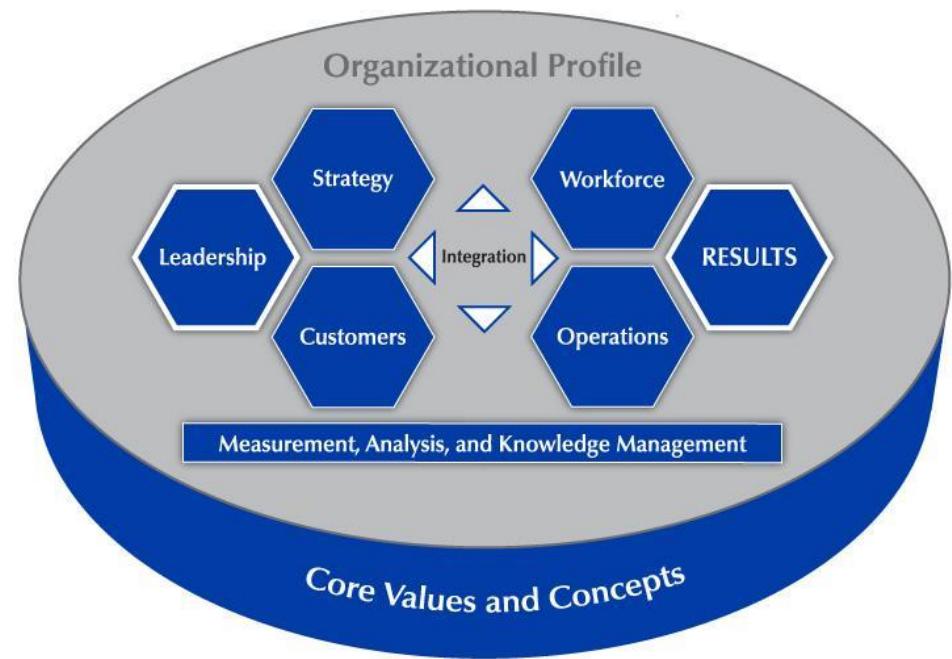
- Managing all the parts of your organization as a unified whole
- Ensuring that plans, processes, measures, and actions are consistent
- Ensuring that the individual parts work together beneficially





The Baldrige Excellence Framework includes . . .

- Core values and concepts
- Criteria for Performance Excellence
- Scoring system



Core Values and Concepts

Systems perspective

Visionary leadership



Customer-focused excellence

Valuing people

Organizational learning and agility

Focus on success

Managing for innovation

Management by fact

Societal contributions

Ethics and transparency

Delivering value and results

Scoring System

- Scoring guidelines
- Importance to your organization
- Two dimensions: process and results



Evaluating Processes

Approach

- How do you accomplish your organization's work? How systematic are your key processes?

Deployment

- How consistently are your key processes used?

Learning

- How well have you evaluated and improved your key processes? How well have improvements been shared?

Integration

- How well do your processes address organizational needs?



Evaluating Results

Levels

- What is your current performance?

Trends

- Are the results improving, staying the same, or getting worse?

Comparisons

- How does your performance compare with others?

Integration

- Are you tracking important results? Are you using the results in decision making?



What Can the Baldrige Framework Do for Your Organization?

Jump-start change initiatives

Energize improvement initiatives

Enable a focus on common goals

Assess performance against the competition

Align resources with strategic objectives



Baldrige and Other Performance Management Systems and Tools

- ISO
- Health care accreditation, such as the Joint Commission
- Education accreditation
- Improvement tools (e.g., PDCA, PDSA, Lean Six Sigma)



How Is Baldrige Different?

- Excellence

Overall systems approach

Results in *all* areas

Success now and in the future—a strategic view

Organizational learning, learning by the workforce, and knowledge sharing

Corporate governance, ethics, societal responsibility

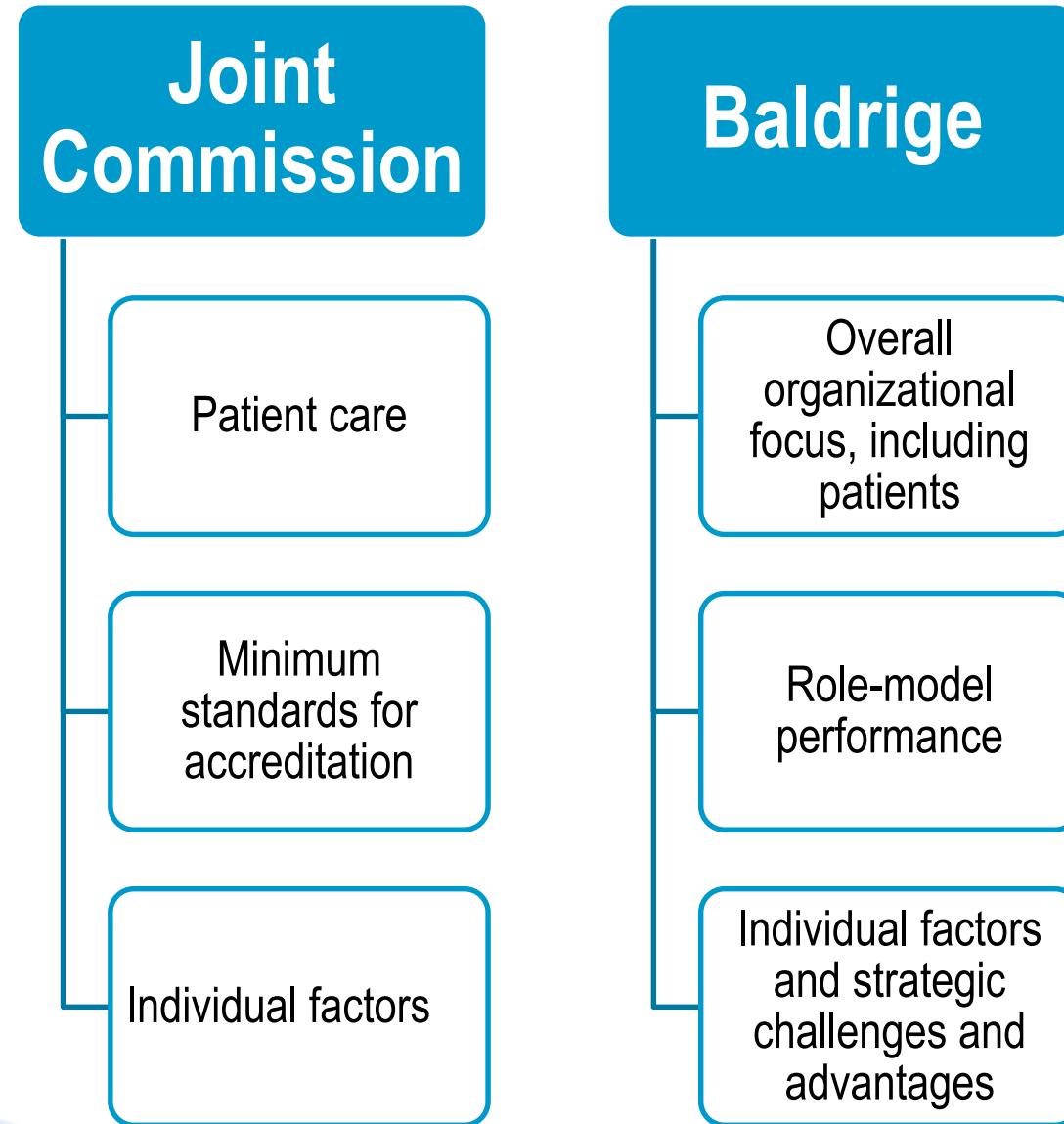


Baldridge and Joint Commission Similarities

- Continuous improvement focus
- Core values
- Self-assessment



Baldrige and Joint Commission Differences



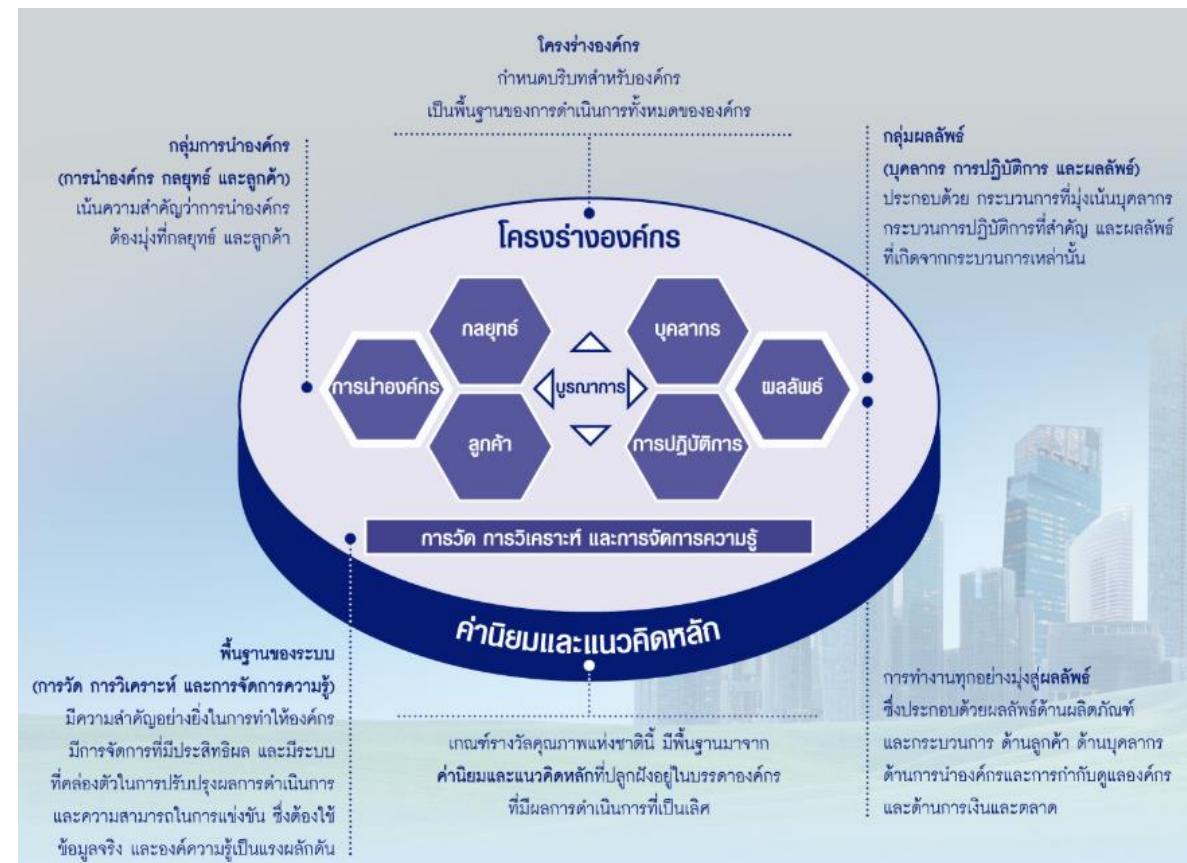
The Baldrige Framework Is the Basis for . . .



Learn. Share. Connect.

Many performance excellence programs around the globe

State, local, and sector-based performance excellence programs



Start Improving Your Organization

Purchase the Baldrige Excellence Framework or download free content.

Become a Baldrige examiner, or attend examiner training.

Attend a national or regional Baldrige conference.

Do a Baldrige self-assessment.



Start Improving Your Organization cont.

Contact your state or local Baldrige-based program.

Consider the Baldrige Executive Fellows Program for a senior leader.

Contact a Baldrige Award recipient.

Apply for a Baldrige-based award, or consider a Baldrige Collaborative Assessment.



For more information

- <https://www.nist.gov/baldridge>
- 301-975-2036
- baldridge@nist.gov