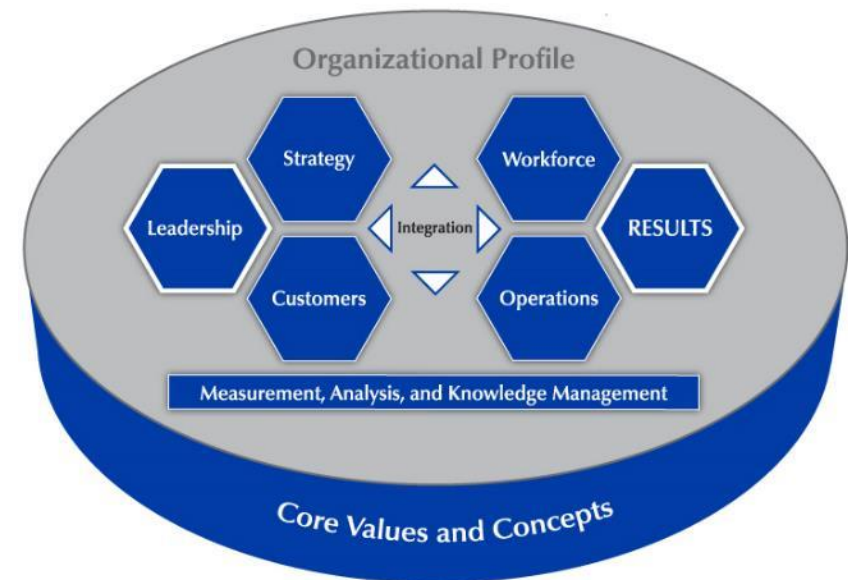


# Introduction to the Baldrige Excellence Framework

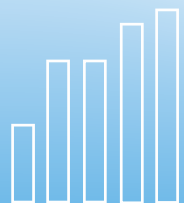
Proven leadership and management practices for high performance



Baldrige Performance Excellence Program | 2020

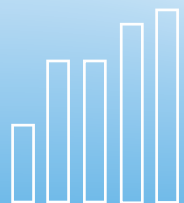
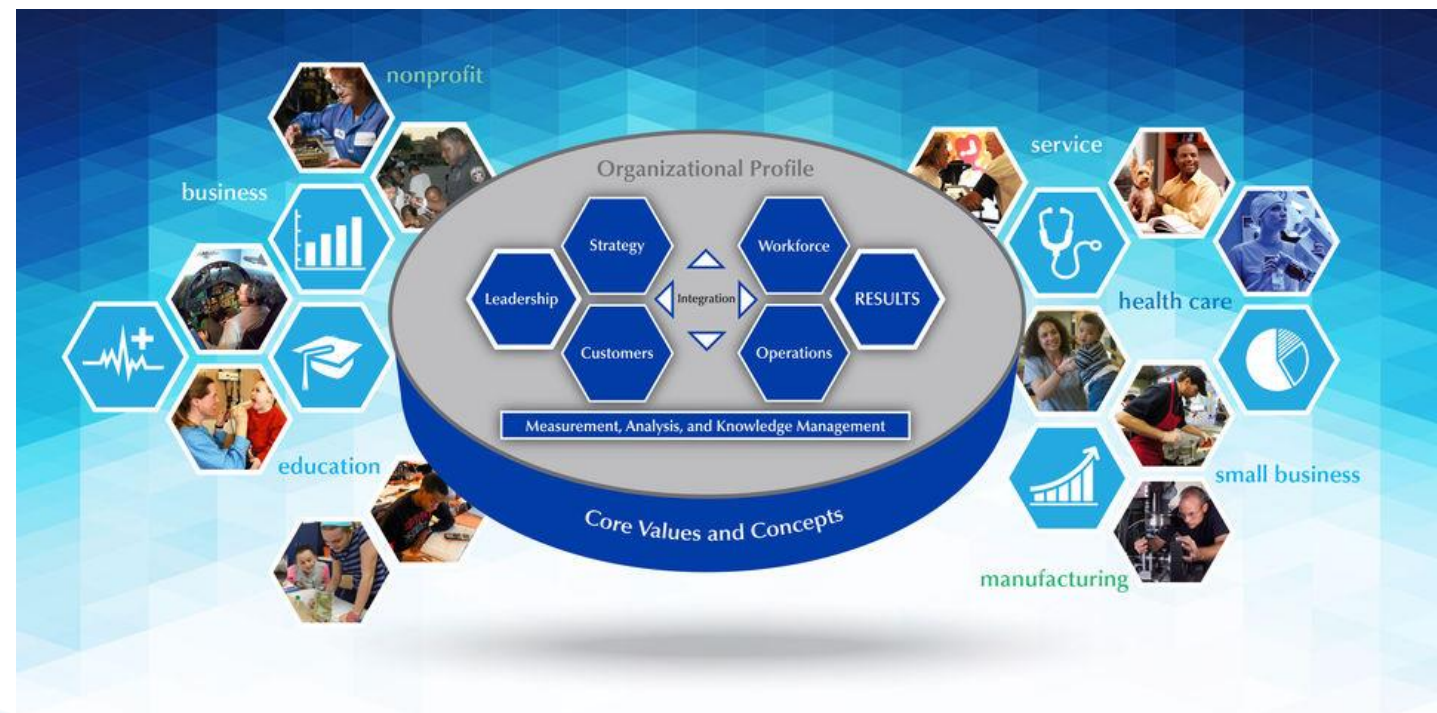
I see the Baldrige process as a **powerful set of mechanisms** for disciplined people engaged in disciplined thought and taking disciplined action to **create great organizations that produce exceptional results.**

— *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



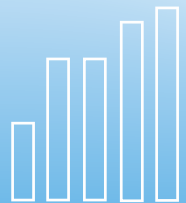
# A Focus on Improvement

Consistently  
effective processes

Approaches that  
address your  
organization's  
needs

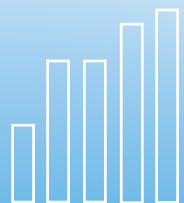
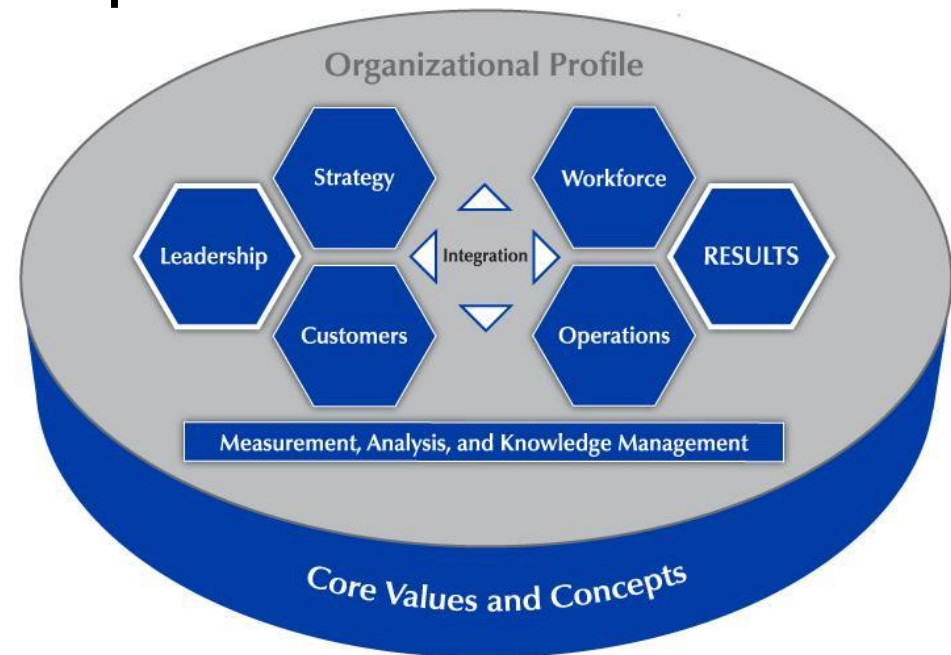
Results

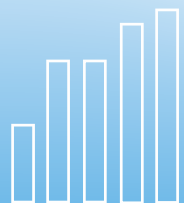
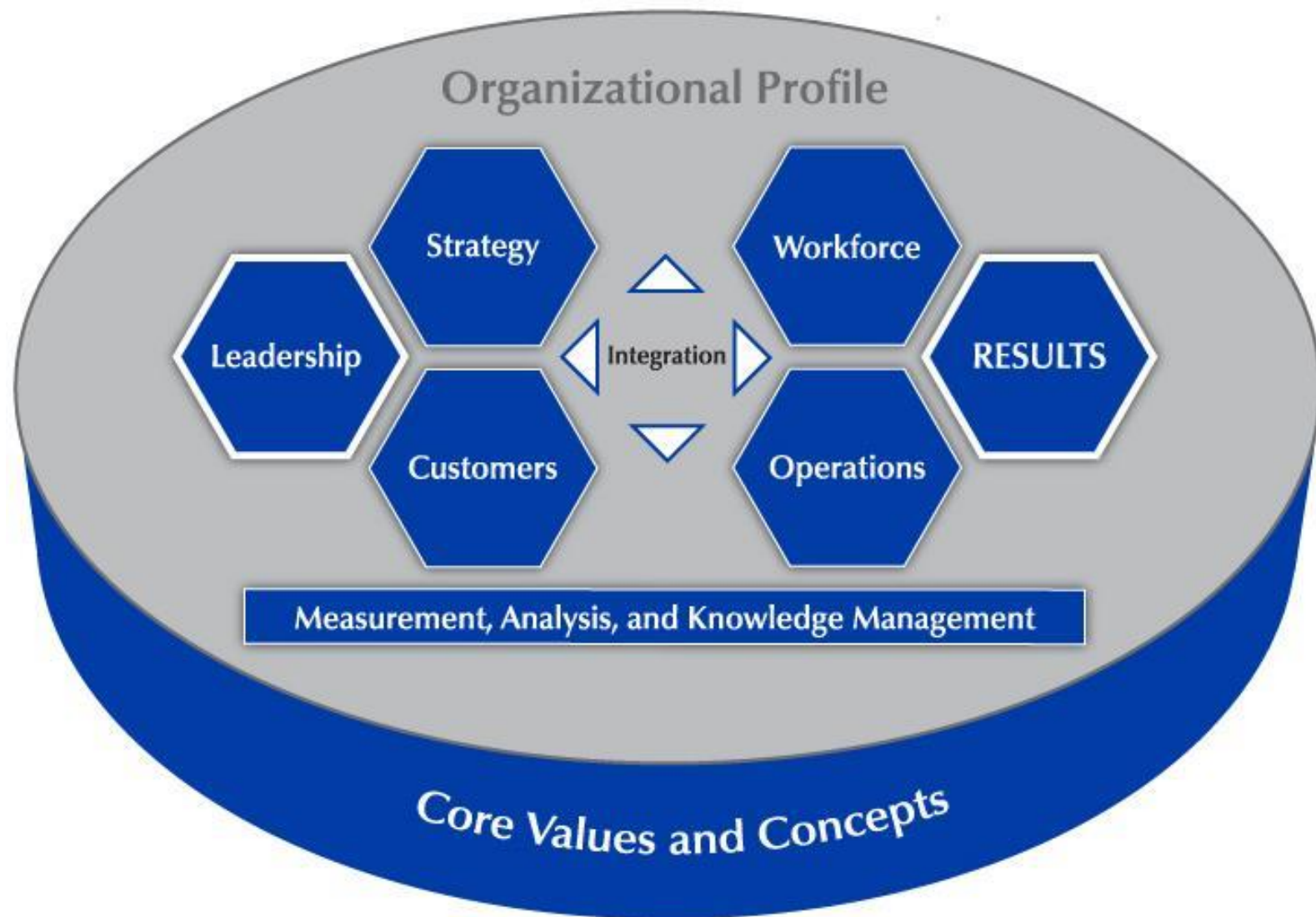
Organizational  
learning, innovation,  
and improvement



# 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

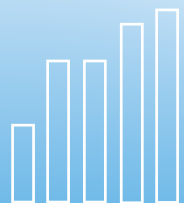
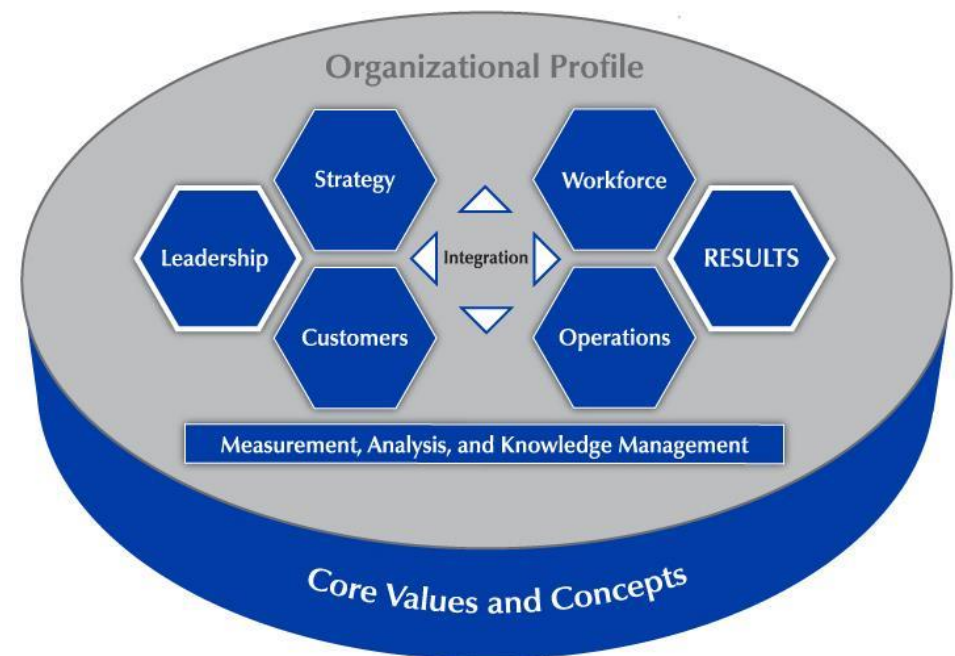






# The Baldrige Excellence Framework includes . . .

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



# Core Values and Concepts

Customer-focused excellence

Valuing people

Systems  
perspective

Organizational learning and agility

Ethics and  
transparency

Visionary  
leadership

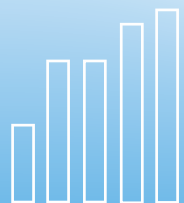
Focus on success

Delivering value  
and results

Managing for innovation

Management by fact

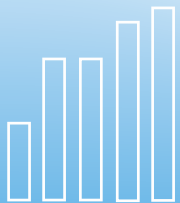
Societal contributions





# 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*

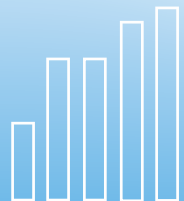
- How consistently are your key processes used?

## *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*

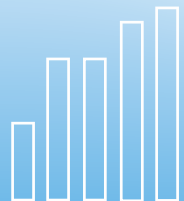
- Are the results improving, staying the same, or getting worse?

## *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?

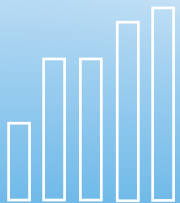
Jump-start change  
initiatives

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

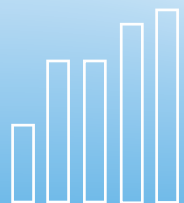
Overall systems approach

Results in *all* areas

Success now and in the future—a strategic view

Organizational learning, learning by the workforce, and knowledge sharing

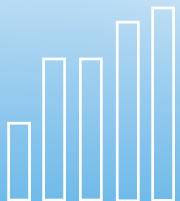
Corporate governance, ethics, societal responsibility



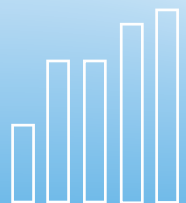
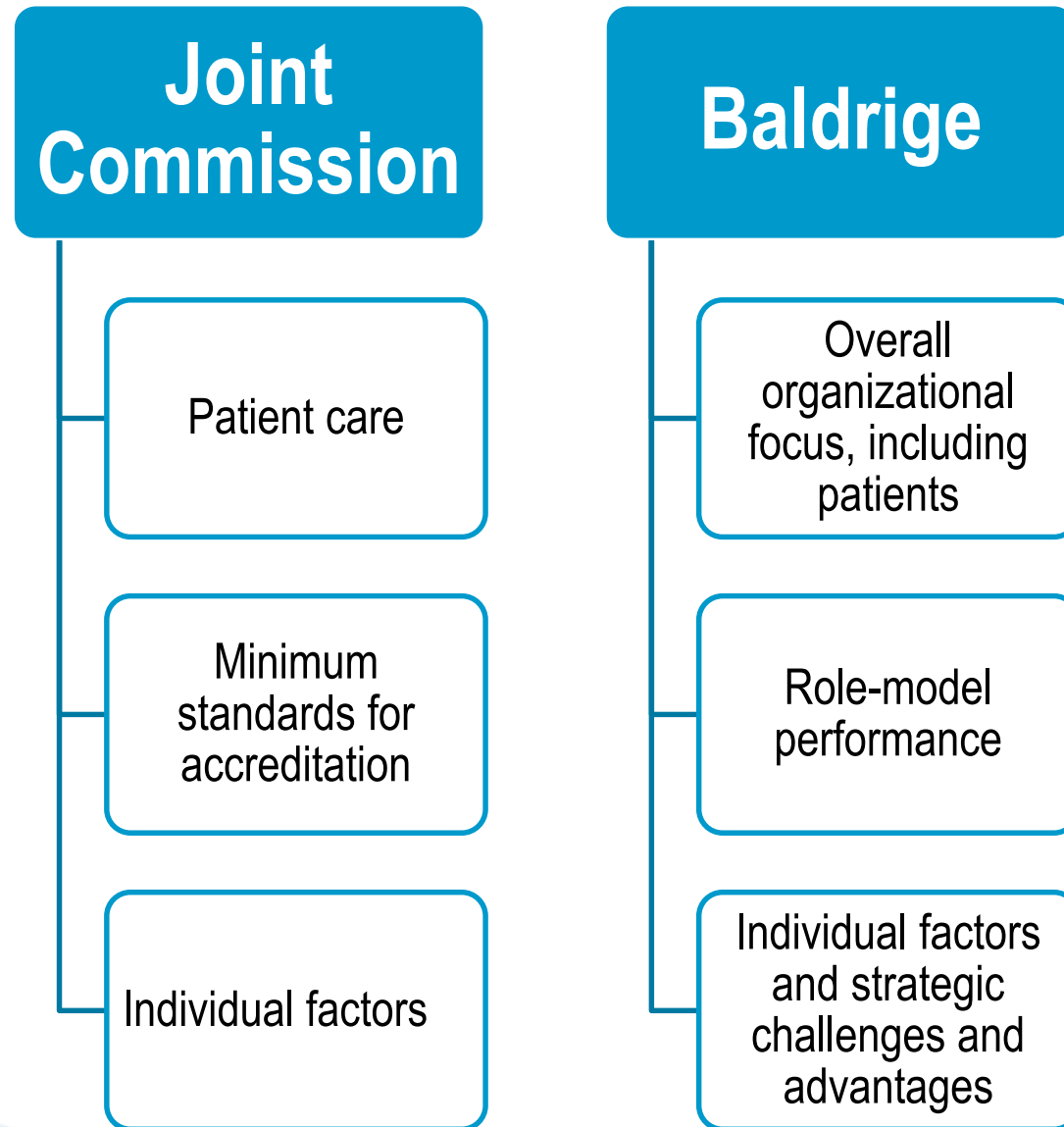


# Baldrige and Joint Commission Similarities

- Continuous improvement focus
- Core values
- Self-assessment



# Baldrige and Joint Commission Differences

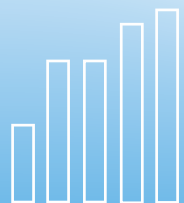
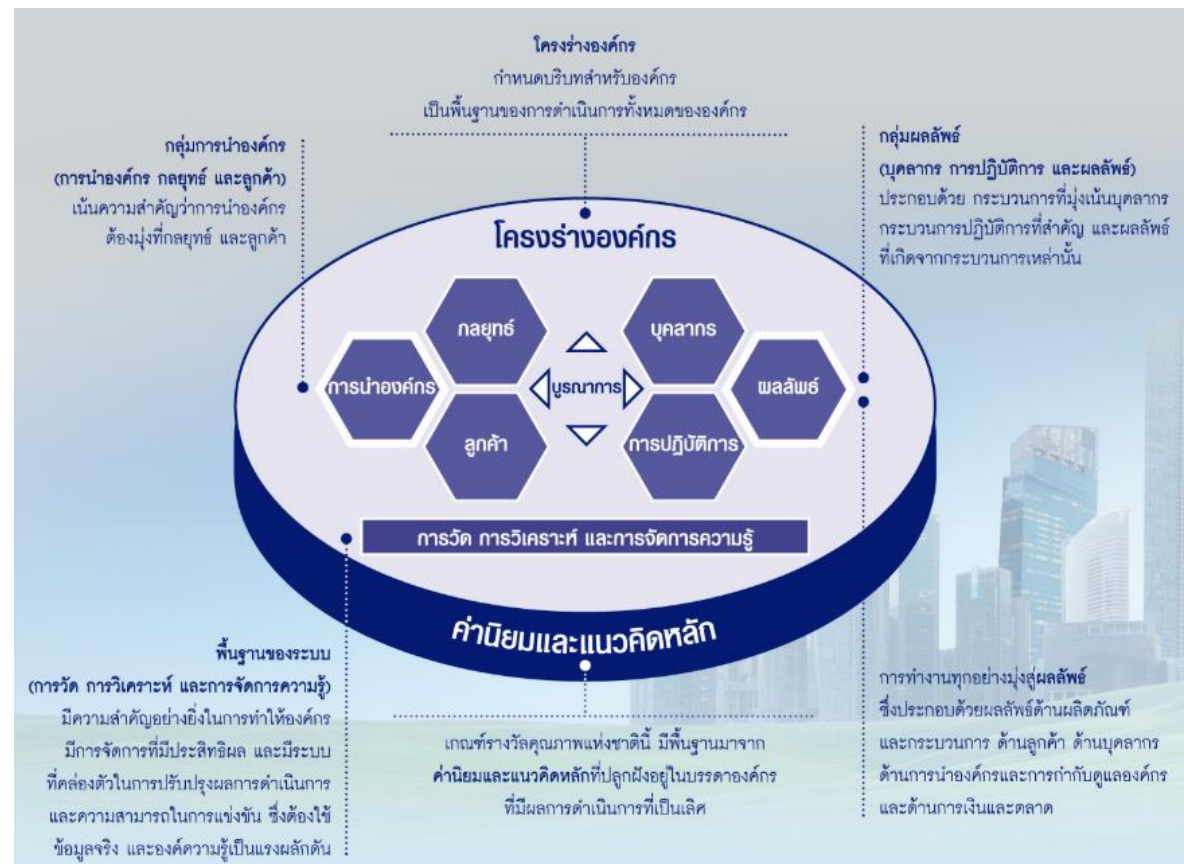


# The Baldrige Framework Is the Basis for . . .

State, local, and sector-based performance excellence programs



Many performance excellence programs around the globe



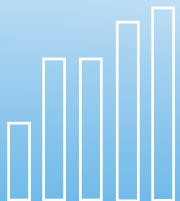
# Start Improving Your Organization

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.



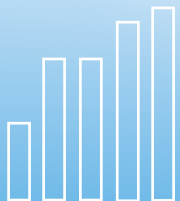
# Start Improving Your Organization cont.

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

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- 301-975-2036
- [baldrige@nist.gov](mailto:baldrige@nist.gov)