

Concept of Excellence

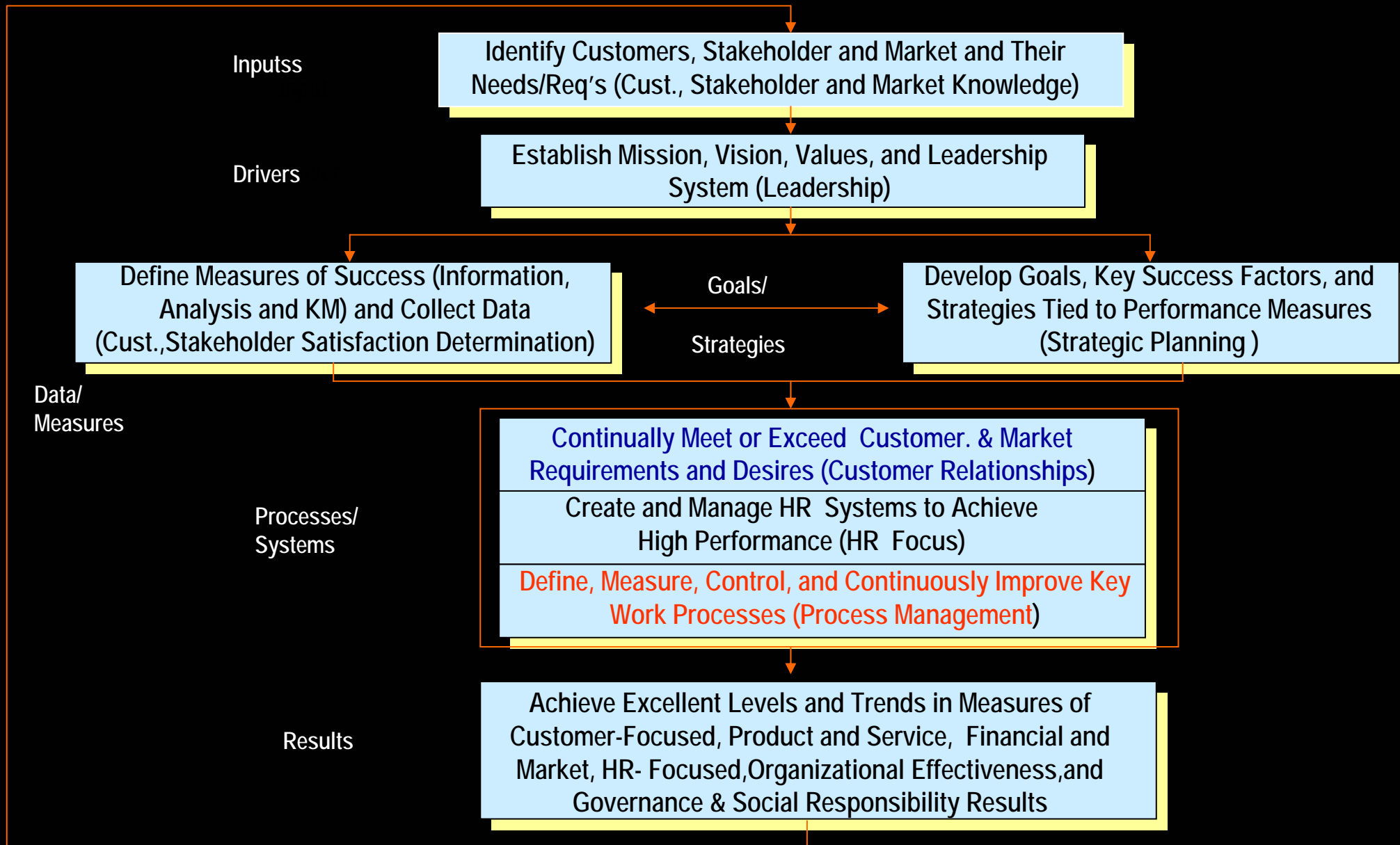
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Year-to-year improvement in key measures and indicators of performance, especially customer and market and

2

Demonstrated leadership in performance and performance improvement relative to comparable organization and to appropriate benchmarks.

2004 BALDRIGE System Perspective for Performance Excellence



How to Implement Malcolm Baldrige Criteria For Performance Excellence

1. Senior Leader Support

Gain your Senior Leaders' support – this is the most important step and your amount of success will be highly correlated to how much support you receive.

How to Implement Malcolm Baldrige Criteria For Performance Excellence

2. Team Formation

Establish 7 Category Teams each with :

- ☑ Team Leader
- ☑ Subject Matter Experts
- ☑ Executive Sponsor
- ☑ Category Author

Use the least amount of people possible.

How to Implement Malcolm Baldrige Criteria For Performance Excellence

3. Preparation

- ☑ **Conduct Self – Assessment Training (SAT) for all team participants – Ensure the SAT Excellence training is conducted by an experience Senior Baldrige Examiner-who has served as a Baldrige Team Leader**
- ☑ **Conduct Application Development Training**

How to Implement Malcolm Baldrige Criteria For Performance Excellence

4. Writing the Assessment Document

- Answer all Criteria questions
- Address the words in Scoring Guidelines
- Add your organization's culture/passion
- Add your excellence themes
- Use a model of a well-written application
- Use application Development Guidelines
- Use *Application Writer* software

How to Implement Malcolm Baldrige Criteria For Performance Excellence

5. After Writing

- Have your document assessed**
- Use the assessment feedback to improve your document and your organization**
- Gain Senior Leader acceptance of document content**
- Submit your assessment document for formal assessment**

How to Implement Malcolm Baldrige Criteria For Performance Excellence

6. Assessment Validation Visit

- ☑ Use Baldrige – experience Team Leaders and experienced team members
- ☑ Allow 7 – 12 days for assessment of each organization and/or business unit-this includes the assessment interviews with managers, visits to key operations, random walk about interviews with employees, feedback of draft findings for approvals, and formal presentations of findings to senior leaders and other key employees.

How to Implement Malcolm Baldrige Criteria For Performance Excellence

7. Typical Schedule

- ☑ **Day 1 : Category Interviews**
- ☑ **Day 2 : Category Interviews**
- ☑ **Day 3 : Walk – about Validation Interviews**
- ☑ **Day 4 : Achieve Tea Consensus**
- ☑ **Day 5 : Draft Written Report**
- ☑ **Day 6 : Present Findings for Acceptance**
- ☑ **Day 7 : Formally Present Findings**

How to Implement Malcolm Baldrige Criteria For Performance Excellence

8. Action Plan Development

- ☑ **Develop an improvement plan to address the major opportunities for improvement identified in the Baldrige Assessment**
- ☑ **Assign improvement responsibilities, performance measures, and goals**
- ☑ **Monitor improvement progress on a monthly basis.**

How to Implement Malcolm Baldrige Criteria For Performance Excellence

9. Action Plan Implementation

- Develop/Improve process/system**
- Develop/Improve tools**
- Evaluate, Check Progress**
- Make Adjustment As necessary**