From ‘Have To’ to ‘Want To’
Moving from a Culture of Compliance to One of Excellence

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President and Baldrige Coach

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Presentation Overview

- Compliance versus Excellence
- Why consider Baldrige process?
- Components of Baldrige criteria
- Group Discussions of Core Values
- Questions and Answers
The difference between compliance and excellence

Do YOU have a culture of compliance or excellence?
Moving from *compliance* to excellence...
"Compliance" versus "Excellence"

Compliance

Bad
Wrong
Weakness

Good
Right
Strength
“Compliance” versus “Excellence”

Excellence

Progress on performance excellence journey

Organizational maturity

...the organization does not have an IT plan to support its strategic planning process...

...the organization does not have a method to gather supplier input to be used in the IT strategic planning process
Why would your organization want to embark on a Baldrige journey?
Focusing Energy & Resources

Baldrige Performance Excellence Assessment

Vision

Alignment

Mission
What is Baldrige?

Baldrige is an outcome-focused, evidence-based management model based on the characteristics of high-performing organizations.
Let’s get into the details of the Baldrige criteria
The Baldrige Framework

Drivers
- Leadership
- Strategic Planning
- Customer Focus

Core Work
- Workforce Focus
- Operations Focus

Results

Measurement, Analysis, and Knowledge Management

<table>
<thead>
<tr>
<th>Visionary Leadership</th>
<th>Customer-Driven Excellence</th>
<th>Organizational &amp; Personal Learning</th>
<th>Valuing Workforce Members &amp; Partners</th>
<th>Societal Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on the Future</td>
<td>Managing for Innovation</td>
<td>Management by Fact</td>
<td>Agility</td>
<td>Focus on Results and Creating Value</td>
</tr>
</tbody>
</table>

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## Baldrige Core Values vs Compliance Requirements

<table>
<thead>
<tr>
<th>Compliance</th>
<th>Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Management of People</td>
<td>1. Visionary Leadership</td>
</tr>
<tr>
<td>2. Meet customer requirements</td>
<td>2. Customer-Driven Excellence</td>
</tr>
<tr>
<td>3. Required certifications</td>
<td>3. Organizational and Personal Learning</td>
</tr>
<tr>
<td>4. Employees as a Commodity and Vendors as Adversaries</td>
<td>4. Valuing Workforce Members and Partners</td>
</tr>
<tr>
<td>5. Process Constrained</td>
<td>5. Agility</td>
</tr>
<tr>
<td>6. Requirements focus</td>
<td>6. Focus on the Future</td>
</tr>
<tr>
<td>7. Status Quo</td>
<td>7. Managing for Innovation</td>
</tr>
<tr>
<td>8. Requirements focus</td>
<td>8. Management by Fact</td>
</tr>
<tr>
<td>9. Inward focus</td>
<td>9. Societal Responsibility</td>
</tr>
<tr>
<td>10. Requirements focus</td>
<td>10. Focus on Results and Creating Value</td>
</tr>
<tr>
<td>11. “Silo” management</td>
<td>11. Systems Perspective</td>
</tr>
</tbody>
</table>
Overall purposes of improvement efforts

Baldrige - CMMI - Six Sigma - Lean

Never-ending quest for excellence

Progress toward role model performance in fulfilling your mission

Threshold Quality - Regulatory quality

Quality required to be “in the game”
Baldrige Criteria Components

Organization Profile
“What’s important?”

Process
“What do we do and how do we do it?”

Results
“Were we successful?”

Baldrige Core Values

linkage and alignment across your organization
Core Values Exercise

Exercise purpose: Identify Strengths and OFIs based on comparison to characteristics of high-performing organizations

If you were able to candidly visit with your organization’s CEO, what would you communicate to them as typical Strengths and Opportunities for Improvement for your organizations based on your area of responsibility?
Core Values

- Visionary leadership
- Patient-focused excellence
- Organizational and personal learning
- Valuing workforce members and partners
- Agility
- Focus on the future

- Focus on the future
- Managing for innovation
- Management by fact
- Societal responsibility and community health
- Focus on results and creating value
- Systems perspective
Basics of the Baldrige assessment

Categories 1-6

*Process categories*
- Approach
- Deployment
- Learning
- Integration

Category 7

*Results category*
- Levels
- Trends
- Comparisons
- Integration (*Importance*)

*This may be the most important, practical knowledge to come from the Baldrige criteria*
<table>
<thead>
<tr>
<th>Category</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Leadership</td>
<td>120</td>
</tr>
<tr>
<td>2. Strategic Planning</td>
<td>85</td>
</tr>
<tr>
<td>3. Customer Focus</td>
<td>85</td>
</tr>
<tr>
<td>4. Measurement, Analysis</td>
<td>90</td>
</tr>
<tr>
<td>5. Workforce Focus</td>
<td>85</td>
</tr>
<tr>
<td>6. Operations Focus</td>
<td>85</td>
</tr>
<tr>
<td>7. Business Results</td>
<td>450</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,000</td>
</tr>
</tbody>
</table>

This score measures the *performance excellence maturity* of your organization.
The BIGGEST Baldrige picture....

Core Values and Concepts
- Visionary leadership
- Patient-focused excellence
- Organizational and personal learning
- Valuing workforce members and partners
- Agility
- Focus on the future
- Managing for innovation
- Management by fact
- Societal responsibility and community health
- Focus on results and creating value
- Systems perspective

Why?
Fundamental concepts of excellence

What?
Characteristics of excellence

How?
Structured approach to improvement

| Identify OFI |
| Integration |
| Approach |
| Learning |
| Deployment |

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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
• ...provide a **common language**
What does Baldrige do?

“Baldrige is our focused improvement methodology.”

Jim Pfeiffer
CEO
South Carolina

“Baldrige helps us *formalize* the *informal*.”

Frank Sardone
President and CEO
Baldrige Award Recipient 2005
Consider the area in which you work…

How do you demonstrate success? Do you demonstrate compliance or excellence? Can you identify your Strengths and your Opportunities for Improvement (OFIs)

How do these areas support your organization’s overall strategy?
Keys to Baldrige success

• Senior leader commitment from the top down
• The growing realization that “it’s not about an award…”
• Increased focus on *process management* that drives *improved outcomes*
• A continuous improvement mindset
Summary

• Baldrige is a roadmap to excellence that helps provide organizational alignment
• Leadership must drive and support the overall performance excellence strategy
• Effective alignment of your improvement efforts will lead to better business results – and competitive advantage
• Any organization is already on an Baldrige path - and the use of the criteria can help focus, align, and accelerate your performance excellence efforts
What are we working toward?

“Perfection is not attainable, but if we chase perfection, we can catch Excellence.”

Vince Lombardi
Thank you for your interest in Baldrige!

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