

INSTITUTE FOR PERFORMANCE EXCELLENCE



BALDRIGE | PERFORMANCE EXCELLENCE | QUALITY | LEADERSHIP

The Baldrige Foundation Institute for Performance Excellence

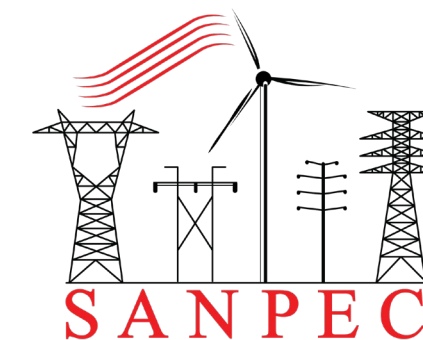
Presents:

How to Win on Purpose: A System Aligning Vision, Culture & Execution for Scalable Success

April 24, 2025



Mac Baldrige Society Members



Opening Remarks/Agenda

Introduction	Josh Racette , President & CEO Baldrige Foundation
Panelist	Billy Ray Taylor , CEO <i>LinkedXL, Global Operations Strategist & Best-Selling Author</i>
Audience Questions	Moderator – Josh Racette
Closing	Josh Racette Remarks



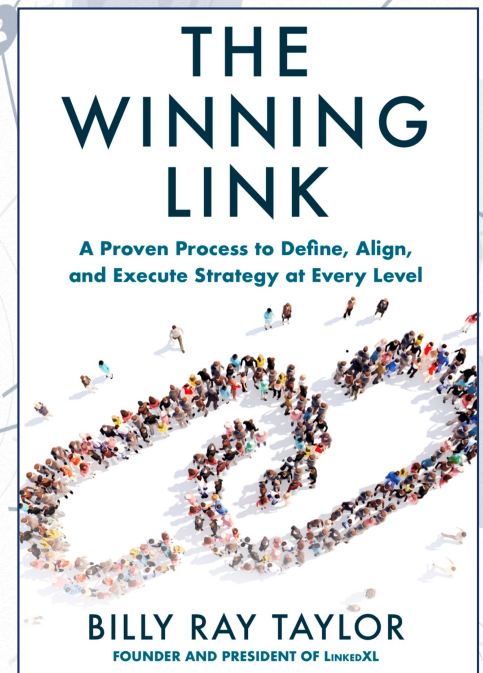
How **We** Win!



Billy Ray Taylor

All program concepts and techniques contained in this document are the property of LinkedXL. No other person or entity is authorized to teach or coach using these materials except as expressly licensed by LinkedXL. Please contact us for more information on this document by emailing info@linkedxl.com.

© Copyright LinkedXL LLC



| Business Excellence

2



The Hidden Factory



How We Win



Connected Business Model

How would you Answer?

01

Deliberate Clarity: Do People and Teams **know** what the enterprise wants to accomplish?

02

Deliberate Ownership: Does EVERY individual and Team **know** how they contribute to the enterprise "Winning"?

03

Deliberate Practice : Do you have a **DAILY MANAGEMENT PROCESS** that lets People **know** if your winning, enables problem solving, develops, and drives ownership at all levels?

04

Governance & Sustainability

Do you have Daily, Weekly, and Monthly Touch Points?

**How
We
Win!**

Deliberate Clarity

Set a Clear Vision, Strategy, and Standards

**You Can't
Manage A
Secret!**



Winning Culture

No

OPPORTUNITY IS NOWHERE

Stop

Fear

Failure

Don't
go
forward

Know

OPPORTUNITY IS NOWHERE

Understand

Embrace

Take Action

Know
Better, Do
Better



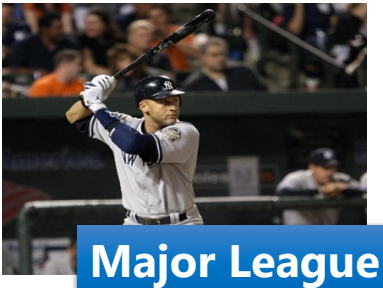
Core Values, Principles, and Standards

Excellence



Setting The Standard

The Standard is The Standard



**Don't Widen
The Plate!**



The Standard is The Standard



SAFETY



PEOPLE

**Standard
17"**

**What you
Accept! You
Can't Change!**



QUALITY



PROCESS

Standards
Drive
Sustainability

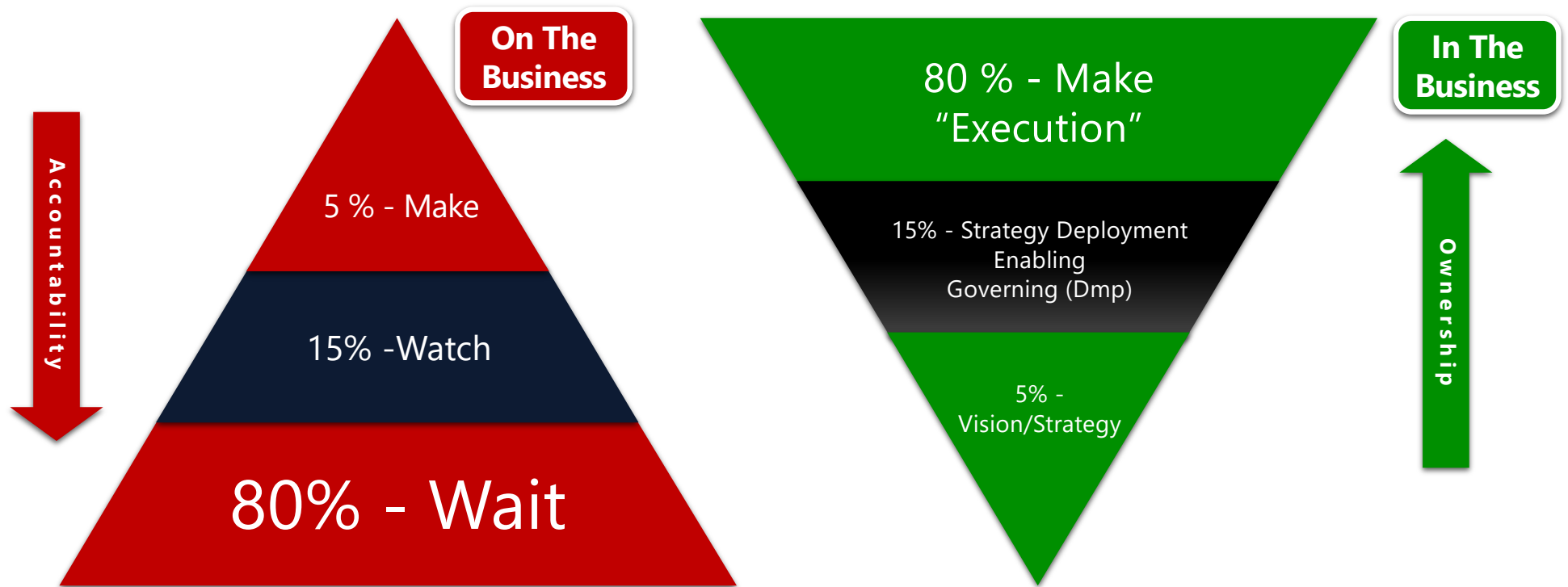
WORLD-CLASS MANUFACTURING PLANT					
QUALITY	ENVIRONMENT	SAFETY	DELIVERY	COST	INNOVATION
QUALITY MANAGEMENT	ENVIRONMENTAL MANAGEMENT	SAFETY MANAGEMENT	DELIVERY MANAGEMENT	COST MANAGEMENT	INNOVATION MANAGEMENT
0.00	0.00	0.00	0.00	0.00	0.00
1.00	1.00	1.00	1.00	1.00	1.00
2.00	2.00	2.00	2.00	2.00	2.00
3.00	3.00	3.00	3.00	3.00	3.00
4.00	4.00	4.00	4.00	4.00	4.00
5.00	5.00	5.00	5.00	5.00	5.00
6.00	6.00	6.00	6.00	6.00	6.00
7.00	7.00	7.00	7.00	7.00	7.00
8.00	8.00	8.00	8.00	8.00	8.00
9.00	9.00	9.00	9.00	9.00	9.00
10.00	10.00	10.00	10.00	10.00	10.00

How
We
Work!

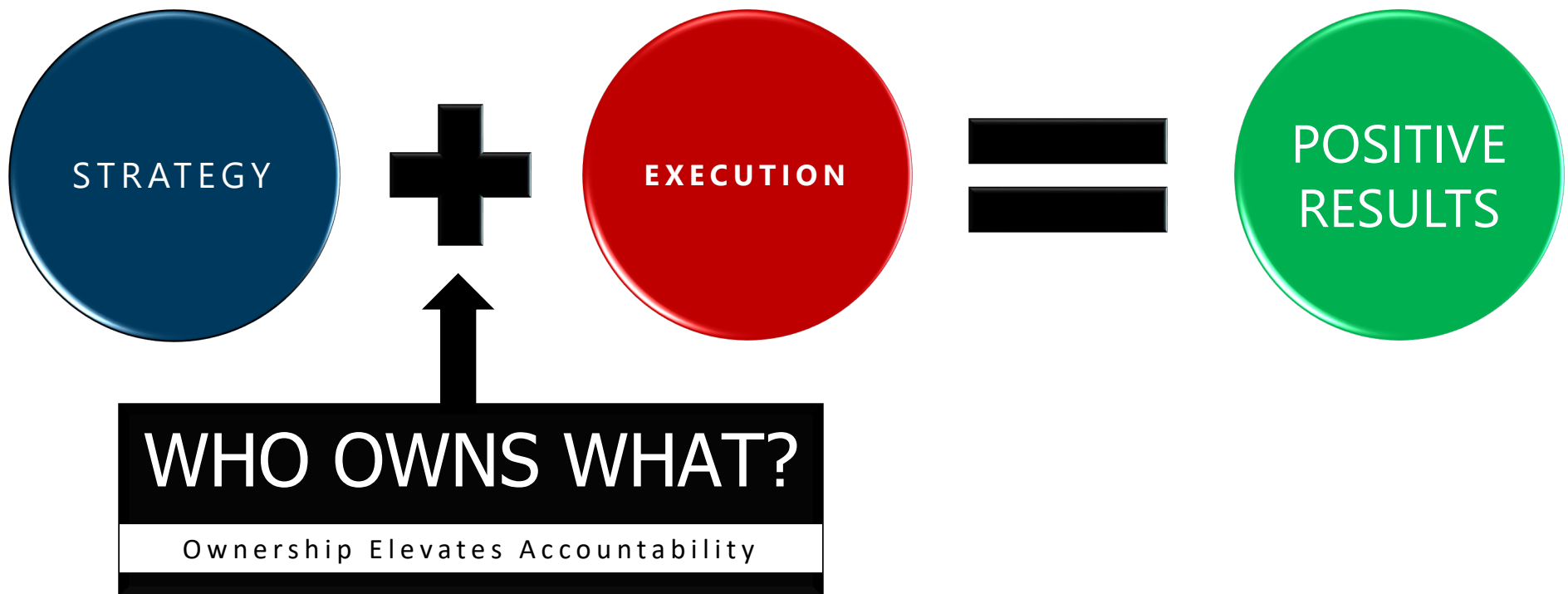
Deliberate Ownership

Deliberate Ownership: Does EVERY individual and Team **know** how they contribute to the enterprise "Winning"?

Enterprise Ownership



FORMULA FOR BUSINESS SUCCESS



Strategy: To Earn \$9 Million

\$9
Million



. All program concepts and techniques contained in this document are the property of LinkedXL. No other person or entity is authorized to teach or coach using these materials except as expressly licensed by LinkedXL. Please contact us for more information on this document by emailing info@linkedxl.com.



Execution: **\$1 Million Unfavorable**

\$8
Million



Execution: Celebrate The Red to Harvest The Green



R – Recognize

E – Engage

D – Deploy



In The Absence of Ownership, Comes Blame



Never seen a **Flow Chart** described so clearly.

What is the Approach?

Driving Ownership
at the source for
performance and
problem-solving!



Purpose Map



Purpose Statement

To get healthy by losing 50 pounds in 6 months.

Purpose

Current

Target

KPA

KPI

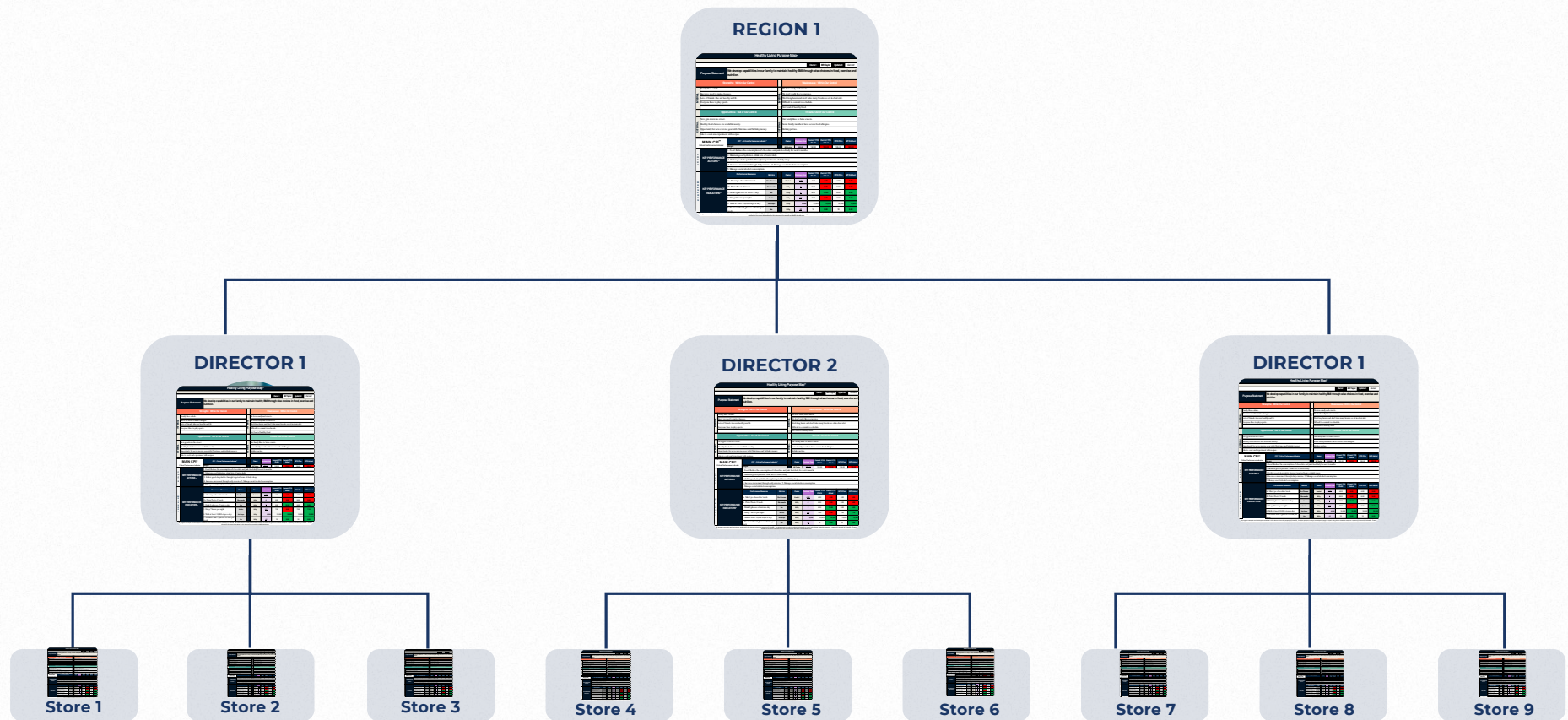
Strengths				Weakness						
INTERNAL	I do like to eat salads I know I need to make some changes			INTERNAL	I love to eat candy I'm not particularly eager to exercise					
	I have healthy and fit friends I use to play sports in college				I sit at my desk all day working on the computer My brand new running shoes are still in the box = Difficult to commit, busy schedule					
					I'm not too fond of healthy organic food					
Opportunities				Threats						
EXTERNAL	New Gym down the street open 24/7 – Formal training Healthy Mindset and food relationship training available			EXTERNAL	My mother in-law lives with us, and she bakes chocolate cakes every evening Holiday at my family cottage is coming					
	My birthday is coming. Asking for new exercise gear as present				Hershey has new ad campaigns – New Sweeter than Sweet Candy Bar I have severe allergies to specific foods					
CPI		CPI – CRITICAL PERFORMANCE INDICATOR	Owner		2019	2020 PLAN	2020 YTD Plan	2020 YTD Actual	Variance to Plan YTD	YTD Trending
		Weights in Lbs	BT		270	220	260.00	262.00	2.00	●
WHERE WE FOCUS		1. Food: Reduce the consumption of chocolate and junk food in my daily life by 80% in the next 3 months								
		2. Water: Increase my water intake to minimum 65 oz of water to insure I am hydrated by 08/2020								
		3. Sleep: Improve 50% of my sleep quality to feel rested and energized by 07/30								
		4. Movement: Increase my daily exercise activities to make it a daily habit of spending at least 30 minutes moving my body by 7/30								
		5. Reduce my social alcohol consumption 60% by 12/2020								
KEY PERFORMAN CE		Performance Measures (KPA's & KPI's)	Owner		2019	2020 PLAN	2020 YTD Plan	2020 YTD Actual	Variance to Plan YTD	YTD Trending
		1.1 Chocolate Max 1/week	BT		5	1	1	3	-2	●
		1.2 Pizza/ Pasta 1/week	BT		3	1	1	3	-2	●
		2. Drink 8 glasses of water daily	BT		NA	8	6	7	1	●
		3. Sleep at least 7 hours every night	BT		5	7	7	5	-2	●
		4. Walk min 2 mile/day	BT		0	7	1	1	0	●
		5. 2 Glasses of wine/week	BT		6	7	3	3	0	●

Critical Performance Indicator (CPI)

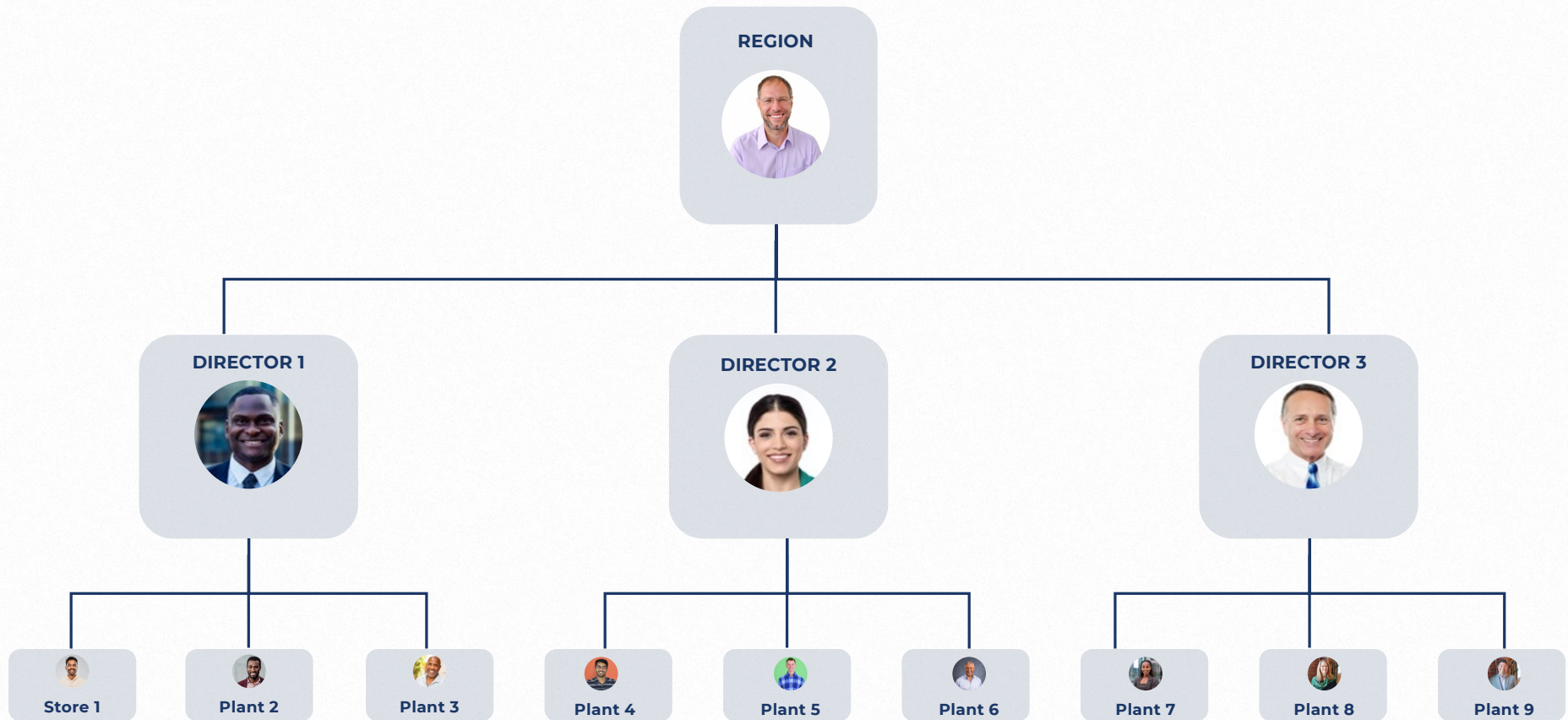
Key Performance Actions (KPA's)

Key Performance Indicators (KPI's)

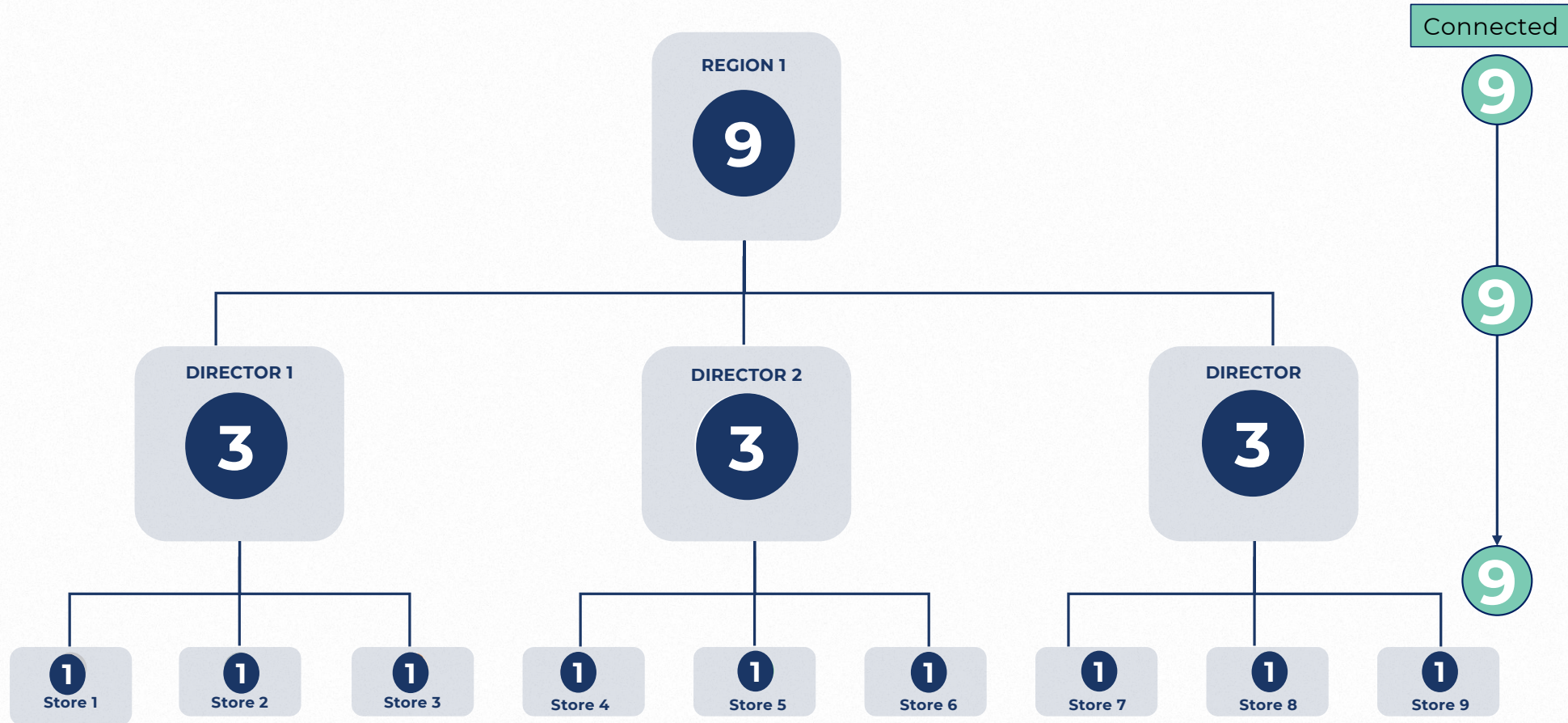
CBM™ Feature: Visual Strategic Deployment



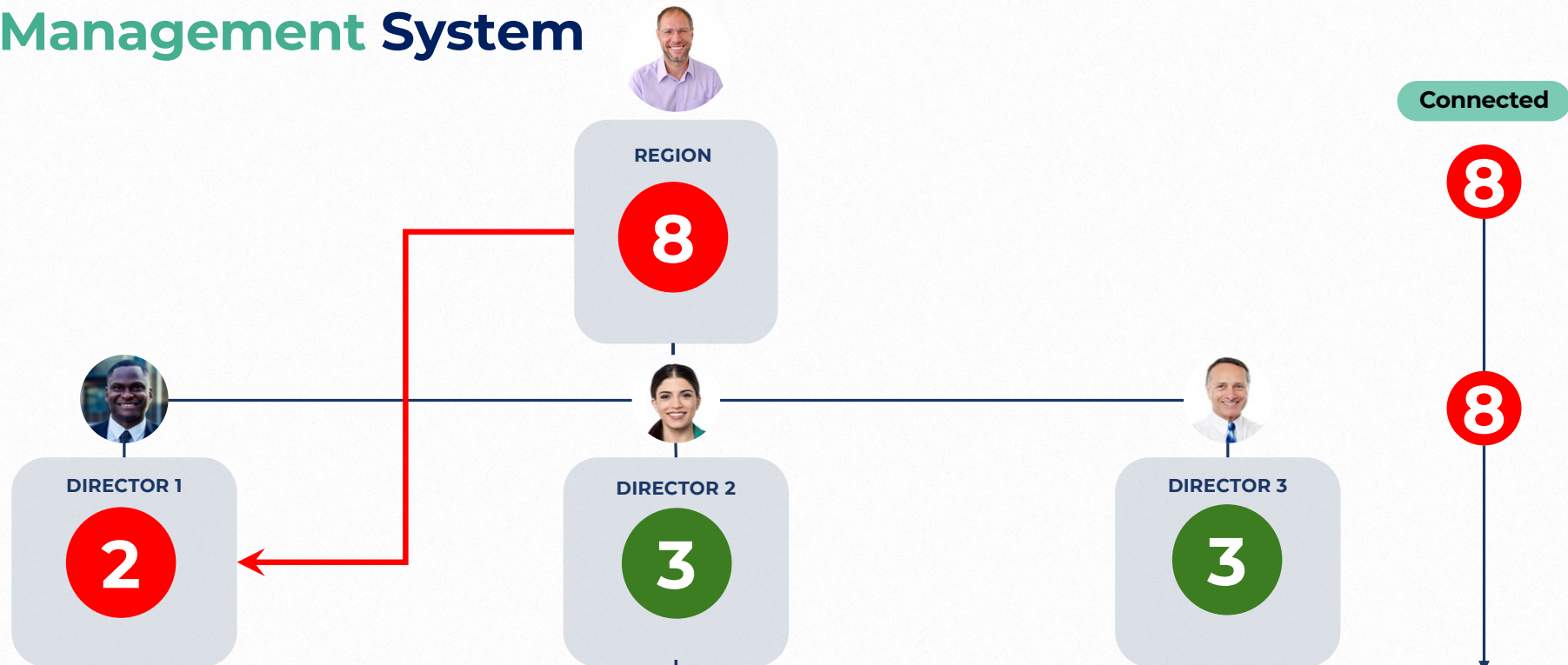
CBM™ Feature: Strategic Alignment & Ownership



CBM™ Feature: Connected Goal Deployment



Visual Management System



You Can't Manage a Secret

What is the Approach?

Driving Ownership
at the source for
performance and
problem-solving!





RESPONSIBLE
(The Ocean)



ACCOUNTABLE
(Water in a Bucket)



OWNERSHIP
(Water in the Cup)

PHASE 3

Deliberate Practice

“Executing The Strategy”

Establishing a Routine Operating System that communicates progress, addresses challenges, and fosters accountability at every level.

SYSTEM

STRATEGY

DATA



CONNECTED BUSINESS MODEL

Strategy

Is your roadmap—it defines your goals and how you plan to reach them.



Data

provides the information, insights, and feedback needed to move forward, adjust course, and maintain momentum.

Knowing
The Score

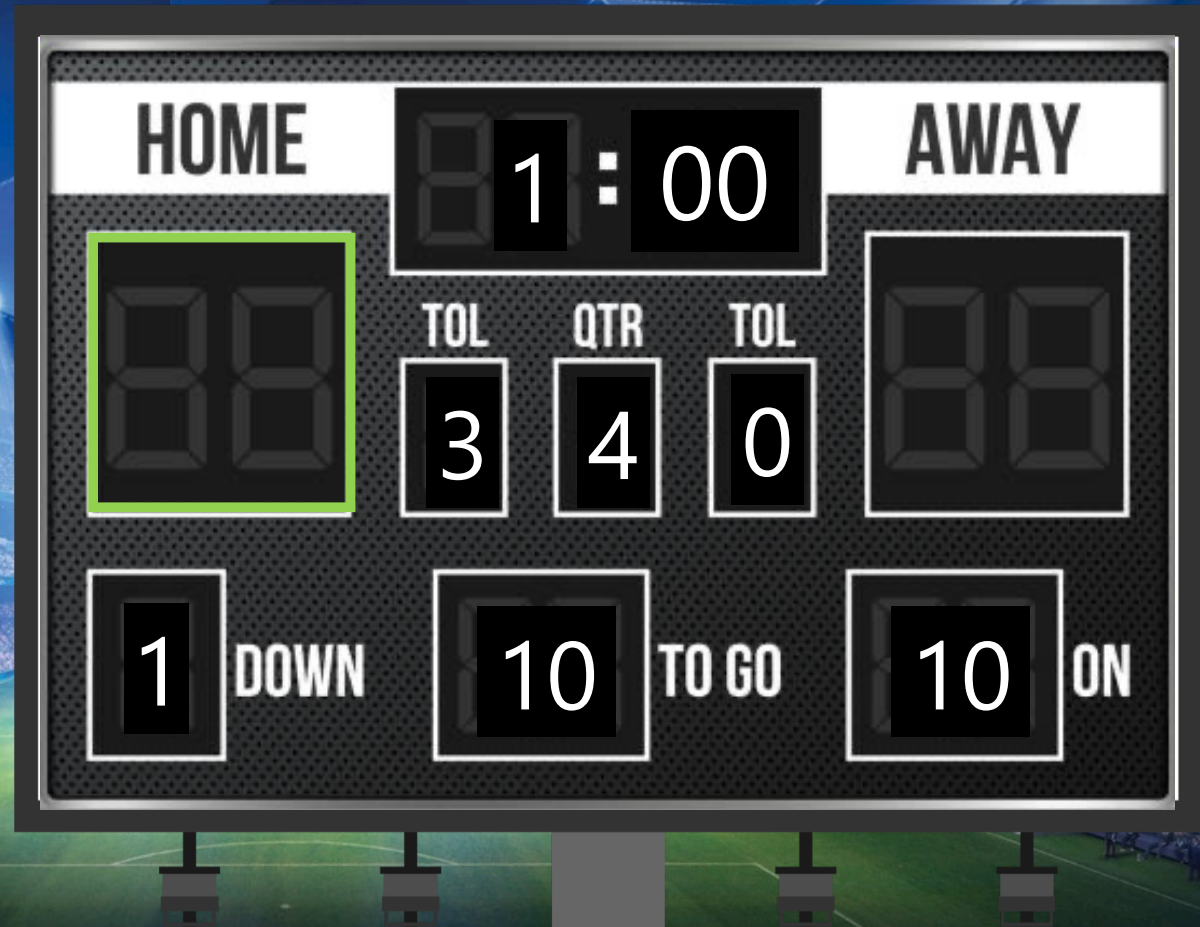
“The Impacts”



Actions Based on Data Facts

CRITICAL
PERFORMANCE
INDICATOR™

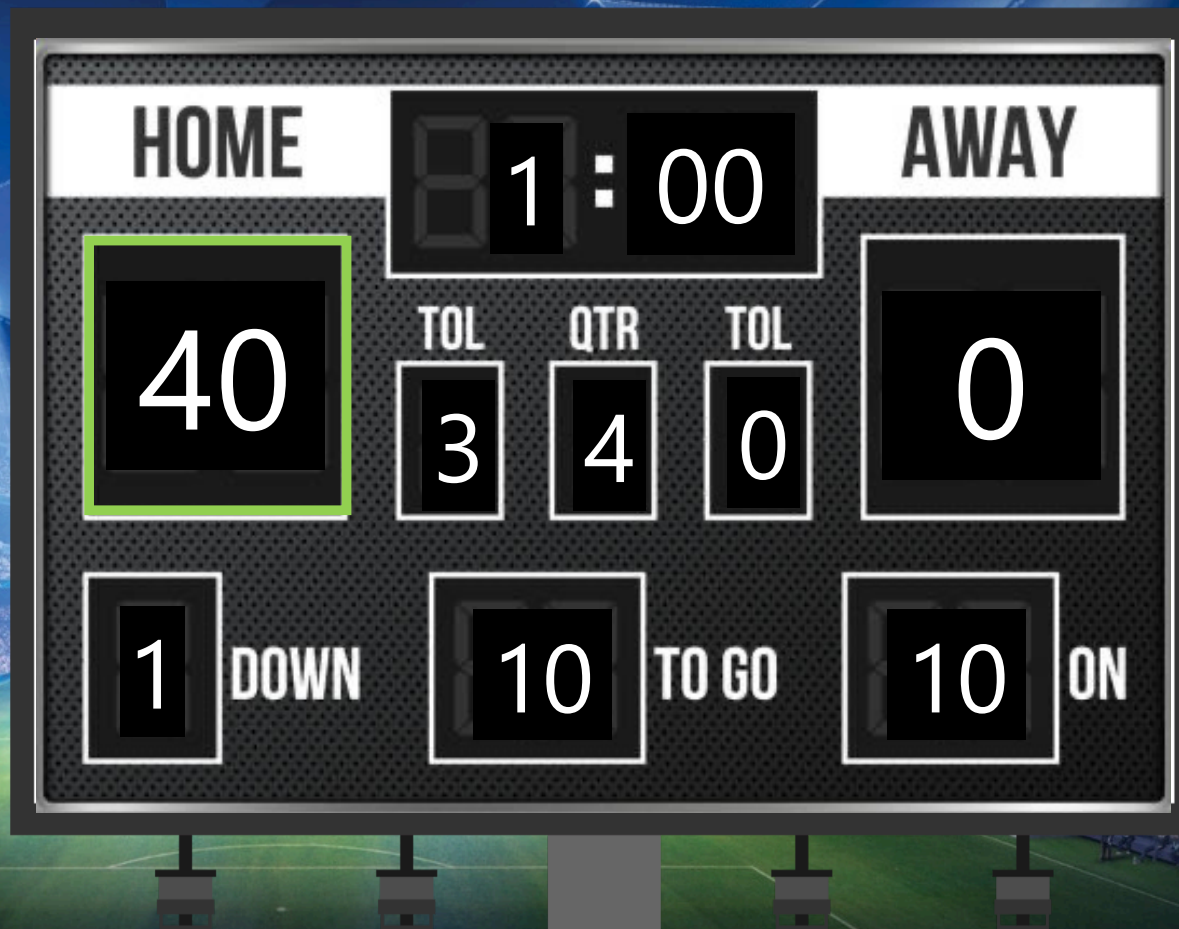
TRUE NORTH



Actions Based on Data Facts

CRITICAL
PERFORMANCE
INDICATOR™

TRUE NORTH



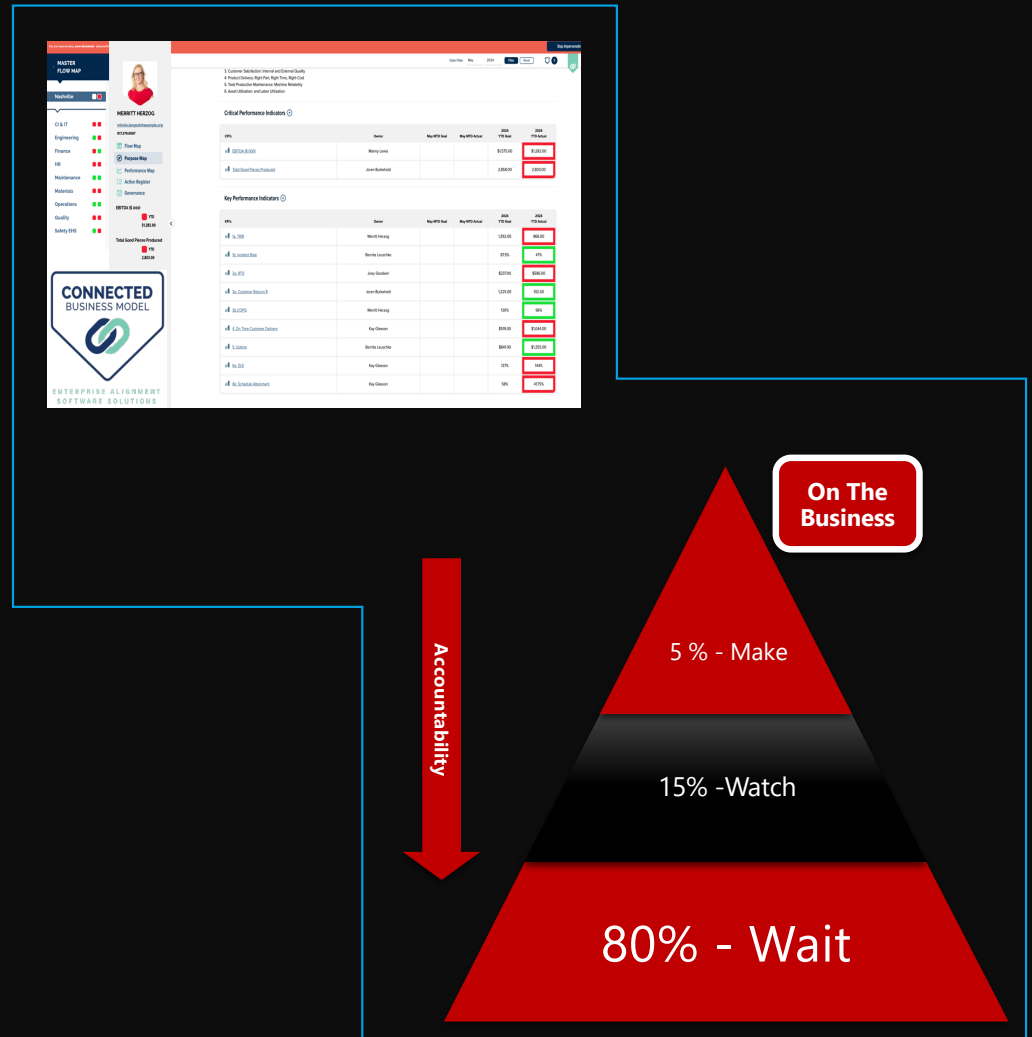
Actions Based on Data Facts

CRITICAL
PERFORMANCE
INDICATOR™

TRUE NORTH



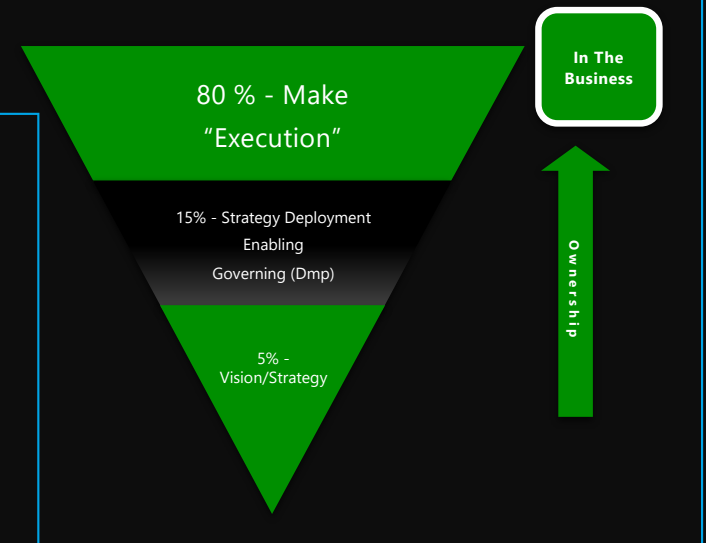
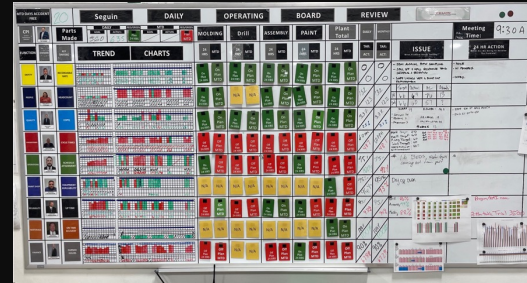
High Tech – Low Touch



. All program concepts and techniques contained in this document are the property of LinkedXL. No other person or entity is authorized to teach or coach using these materials except as expressly licensed by LinkedXL. Please contact us for more information on this document by emailing info@linkedxl.com.

©LinkedXL

High Touch – Low Tech



. All program concepts and techniques contained in this document are the property of LinkedXL. No other person or entity is authorized to teach or coach using these materials except as expressly licensed by LinkedXL. Please contact us for more information on this document by emailing info@linkedxl.com.

©LinkedXL



BEYOND THE TOOLS

Systems & Processes

Actions Drive Outcomes

KPA (Key Performance Actions)

KPI (Key Performance Indicator)



You get what you do."

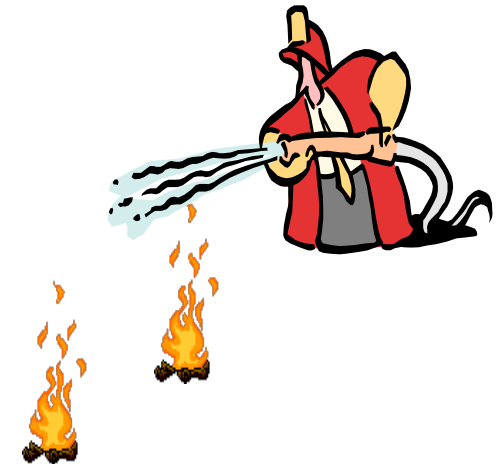
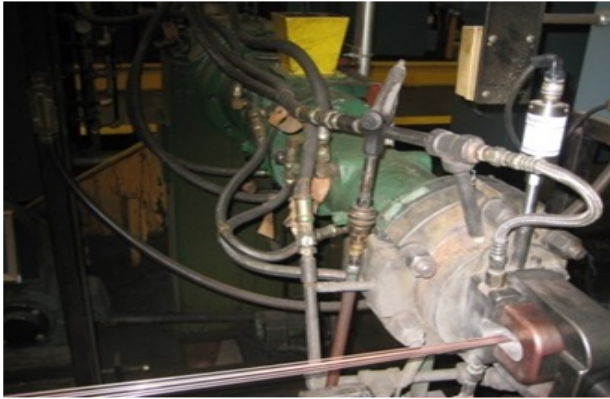
"You don't get what you measure"

BE HARD ON THE
PROCESS
LEAD
EASY THE
PEOPLE



Focusing on The Tool

39



Focusing on The Process

LET PROCESS BE THE BAD GUY!!

40



**Governance
&
Sustainability**

Building Trust

CULTURE

“Change The Guard and Guard The Change”

"Cracking the Culture":







A close-up photograph of a small, fluffy yellow chick emerging from a cracked eggshell. The chick has its beak open and its feet are visible. The eggshell is broken into several pieces, and the scene is lit with warm, golden light.

LIFE BEGIN



“Earning the Right to Change”

Technical Right

Earn the Technical Right

- ✓ Assets
- ✓ Process
- ✓ Tools

Technical Right is a key element to building a capable organization.

Cultural Right

Earn the Cultural Right

- ✓ Respect
- ✓ Trust
- ✓ Constancy of Purpose

Culture is a key element in the transformation process.



What we see is not always reality.....

What Reality was.....



No or little trust

Micromanagement

Lack of communication

Lack of support

AM no backup

No tools they need to do their job

Undermining (vacation coverage)

Favoritism

Disengagement

Lack of systems

X management style

Too much focus on numbers

Not sure KPI's are right

Abusive leadership management

I am replaceable just a number

No work/life balance

High turnover management

No consistent leadership development

Training

Us vs them mentality

Lack of follow through

"They lied to me"

Rest room too far away

No job security

New Hire pay

Don't always hire the right people

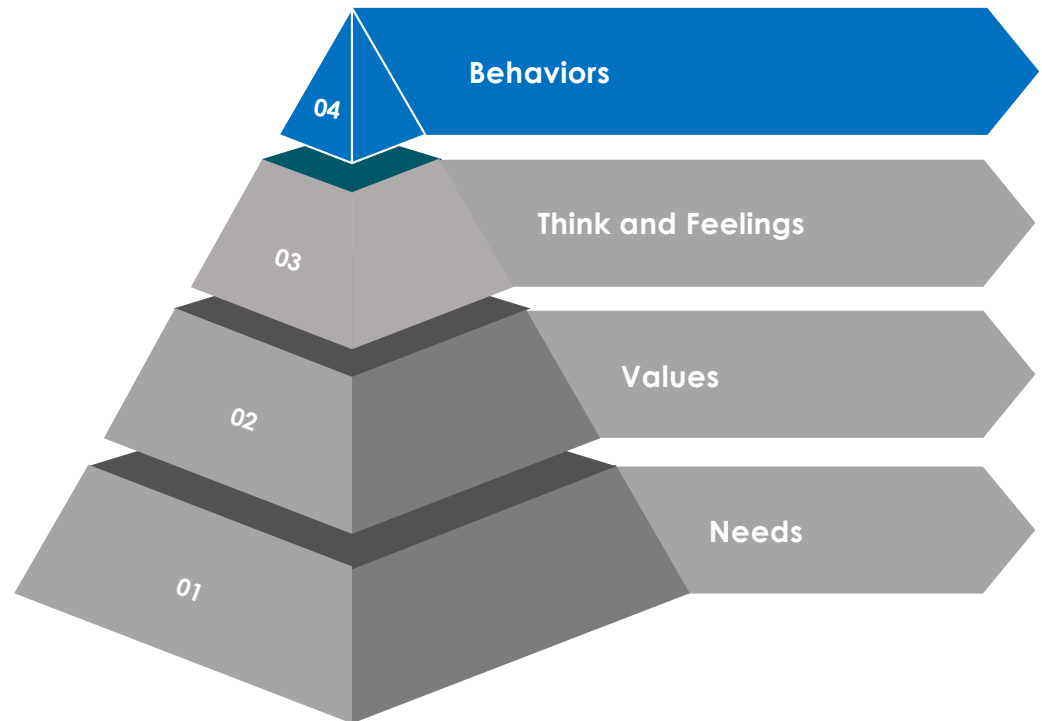
Exposing Behaviors & Mindsets

Behavior is Visible

What we see and attempt to address

Mindsets are Hidden

What we generally don't see and do not know how to address



A close-up photograph of a dark, perforated metal grid. The grid is composed of a series of small, square openings. Through many of these openings, glowing numbers are visible. The numbers are illuminated from within, creating a warm, orange-yellow glow. The numbers are of various sizes and are arranged in a somewhat random pattern. A large, prominent number '7' is visible on the right side of the grid. In the center of the image, there is a blue rectangular overlay with rounded corners. Inside this overlay, the text 'Winning Is more than just numbers' is written in a white, sans-serif font. The text is centered and occupies most of the width of the blue box.

**Winning
Is more than just numbers**

4 Fundamental Human Need

People want their voice to matter. Listening isn't just courtesy — it's *validation*.

Clarity is power. When people understand what's happening —

People don't just work for pay — they work for *purpose*.

This is deeper than freedom — it's about *liberation*. Emancipated people don't just comply — they create.

NEED TO BE HEARD

NEED TO UNDERSTAND

NEED TO MATTER

NEED TO BE EMANCIPATED



Make People Visible! They will make you Valuable:

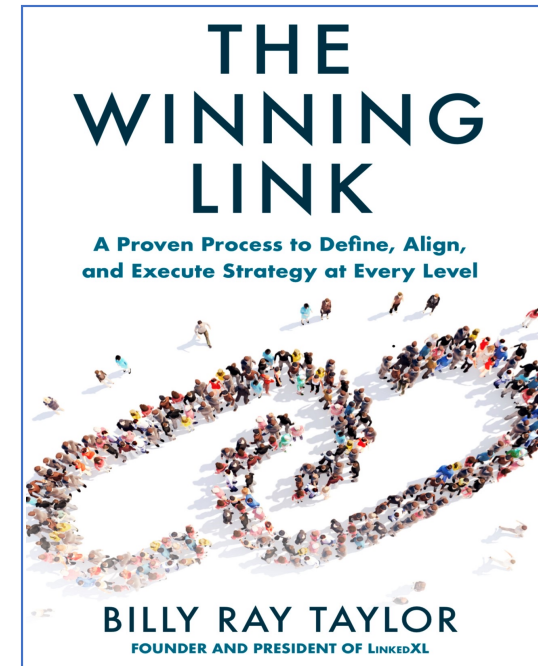
“Make People Visible and they will make the organization Valuable”

Keys to Winning:

“Know Your Winning”

- **Define Winning:** Deliberate Clarity
- **Align to Win:** Deliberate Ownership
- **Execute Winning:** Deliberate Practice
- **Trust:** Earn The Right to Change!
- **Strategy:** Key Performance Actions **Drive** Key Performance Indicators.
- **Psychological safety** – Celebrate The Red.

...ALL ENCOUNTERS MATTER





Thank You for Your Time

Questions?

All program concepts and techniques contained in this document are the property of LinkedXL. No other person or entity is authorized to teach or coach using these materials except as expressly licensed by LinkedXL. Please contact us for more information on this document by emailing info@linkedxl.com.

© Copyright LinkedXL LLC



Panelist Questions and Discussion



Billy Ray Taylor
CEO, LinkedXL
Global Operations Strategist
Best-Selling Author



Josh Racette
President & CEO
Baldrige Foundation
(Moderator)



Training & Professional Development

The Baldrige Foundation Institute for Performance Excellence supports individuals and organizations around the world by providing 400+ quality educational programs. Enroll today in some of our healthcare courses, such as:

- Agile Leader
- Data Analytics
- Green Belt
- Black Belt



To learn more, visit:
www.baldrigefoundation.org/education



Mac Baldrige Society Members

