



The Foundation for the Malcolm Baldrige National Quality Award

"The award that bears his name reflects the virtues that he brought to public service and how he lived in his private life, a commitment to excellence, shrewd judgment and sound judgment, principled leadership, integrity, and a sense of responsibility."

George W. Bush



"I was proud as a U.S. Senator to vote in favor of the Baldrige Act..." this award has helped us re-focus on the future, on quality, on performance, and most importantly maybe, on innovation."

Joe Biden

"In just a few years, the National Quality Award has literally become the standard of business excellence. And the renewed spirit of excellence in business, of making quality an integral part of America's corporate strategy, has truly, I believe, made us more competitive in the international arena."

George H.W. Bush

"The Malcolm Baldrige National Quality Award, which highlights customer satisfaction, workforce empowerment, and increased productivity, has come to symbolize America's commitment to excellence."

Bill Clinton

"I always prized the quality of Mac's vision. He had the capacity to look up from the dust of the plains to see the distant mountains."

Ronald Reagan



America's Best Investment



Presents:

**Practical Steps for Addressing Key Processes
and Systems in the Baldridge Excellence
Framework**

June 22, 2023



Mac Baldrige Society Institute Trustees



A Special Thanks to Our Donors & Sponsors!



Opening Remarks/Agenda

Introduction	Al Faber, President & CEO, Baldrige Foundation
Panelist	Kay Kendall CEO and Principal BaldrigeCoach, Inc.
Audience Questions	Moderator – Al Faber
Updates	Robert Fangmeyer, Director, Baldrige Performance Excellence Program Brian Lassiter, Chair, Alliance for Performance Excellence Stephanie Norilng, Executive Director, Communities of Excellence 2026
Closing	Al Faber Remarks

BALDRIGE COACH[®]

**Practical Steps for
Addressing Key Processes
and Systems in the Baldrige
Excellence Framework**

Thursday, April 27, 2023

Kay Kendall

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972-489-3611

www.BaldrigeCoach.com

Workshop Objectives

- Understand key terms and concepts from the Baldrige Excellence Framework
- Define the elements of proactive process management
- Explore the use of some process management tools
- Improve your organization's performance by implementing this approach

Key Terms and Concepts

- Process
- Key
- Work Processes
- Systematic
- Effective



Why the Need for Process Management?

- Do you ever hire new employees?
- Do best practices emerge in your industry?
- Do technologies evolve?
- Do competitors ever “out-innovate” you?
- Do customers’ requirements and expectations ever change?



What Is Proactive Process Management?

- Establishment of Process Owners for Key Processes
- A Management System for Defining and Documenting Key Processes
- A Proactive Approach to Regular Review of Key Processes to Identify Opportunities for Improvement and Innovation

Process Owners Are Responsible for Ensuring That:

- The process is designed to meet related customer, business, and other stakeholder requirements
- Measure(s) of the process are defined
- The process is monitored for performance **effectiveness**
- Related documents (policies, procedures, instructions, etc.) are developed, approved, and updated to support the process
- Appropriate training is conducted
- The process is regularly evaluated and improved, not only when an adverse trend is detected or negative feedback received

The Process Owner Is Also

- The person with organizational responsibility for all of the cross-functional areas involved in the process
- The only person with the authority to approve changes in the process or related measures



Lessons Learned About Process Ownership

- Always an individual, never a department or function
- One person, not multiple – this becomes even more important the more cross-functional a process is



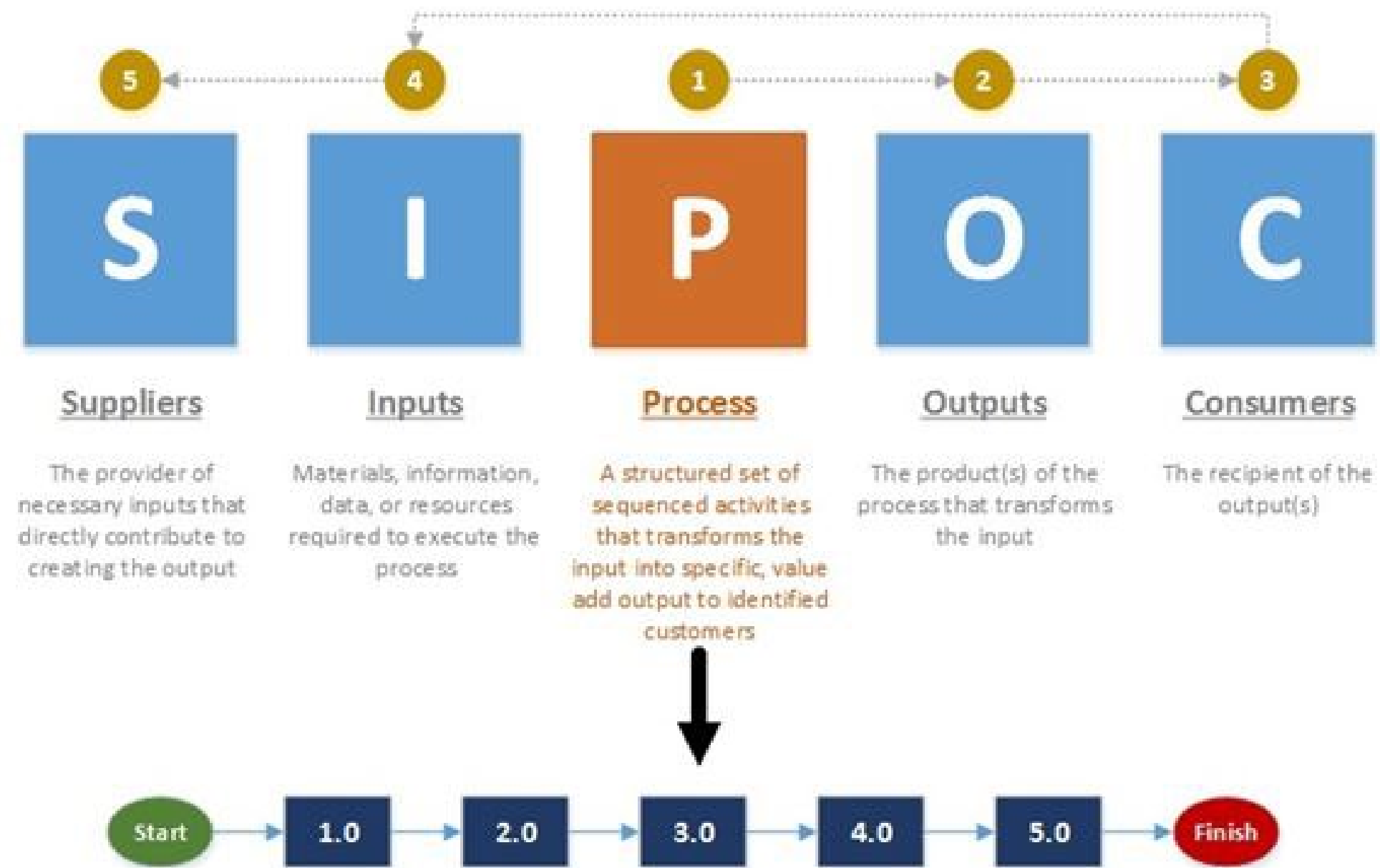
In Contrast, Metric Owners

- Are responsible for:
 - Gathering data
 - Identifying relevant comparisons
 - Reporting the results
 - Identifying any adverse trends
 - Assisting with root cause analysis and recommendations for improvement

Principles of Process Improvement

- All Work Is a Process
- Cross-Functional Processes Represent the Largest Opportunity
 - “*Managing the White Space*” or designing for effective and efficient handoffs
- Processes Should Be Designed to Meet or Exceed Customers’ Requirements
- Processes Need Clear Ownership
- Procedures Document Processes
- Following Procedures Reduces Variation and Promotes Customer Satisfaction

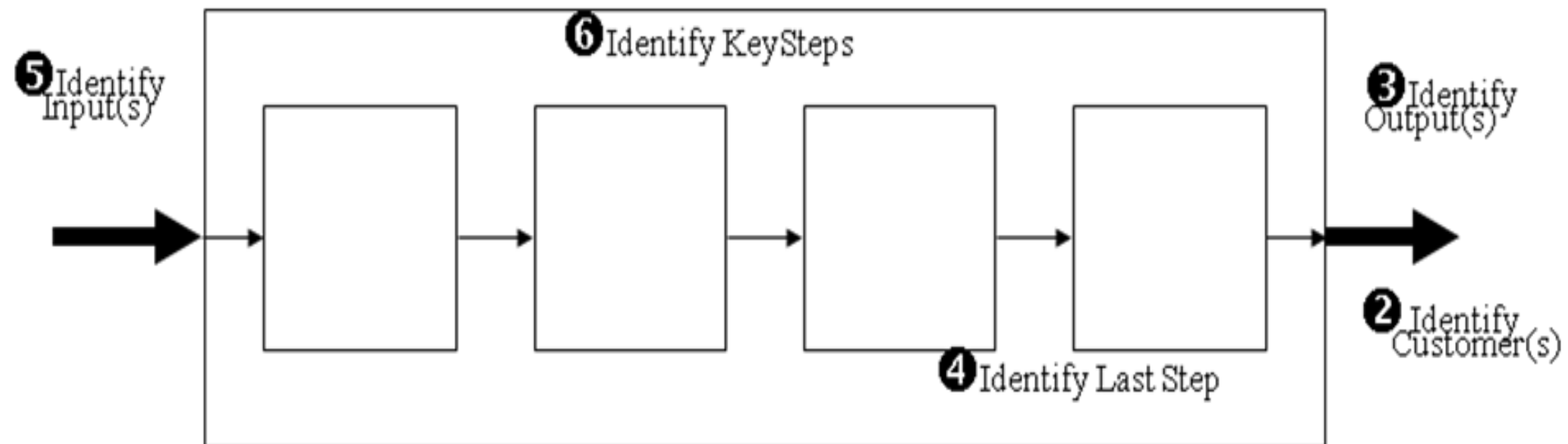
A Common Tool to Describe a Process, SIPOC



Process Description Tool for Developing a Well-Written Application

Process Owner:

1 Draw Process Boxes and Name Process

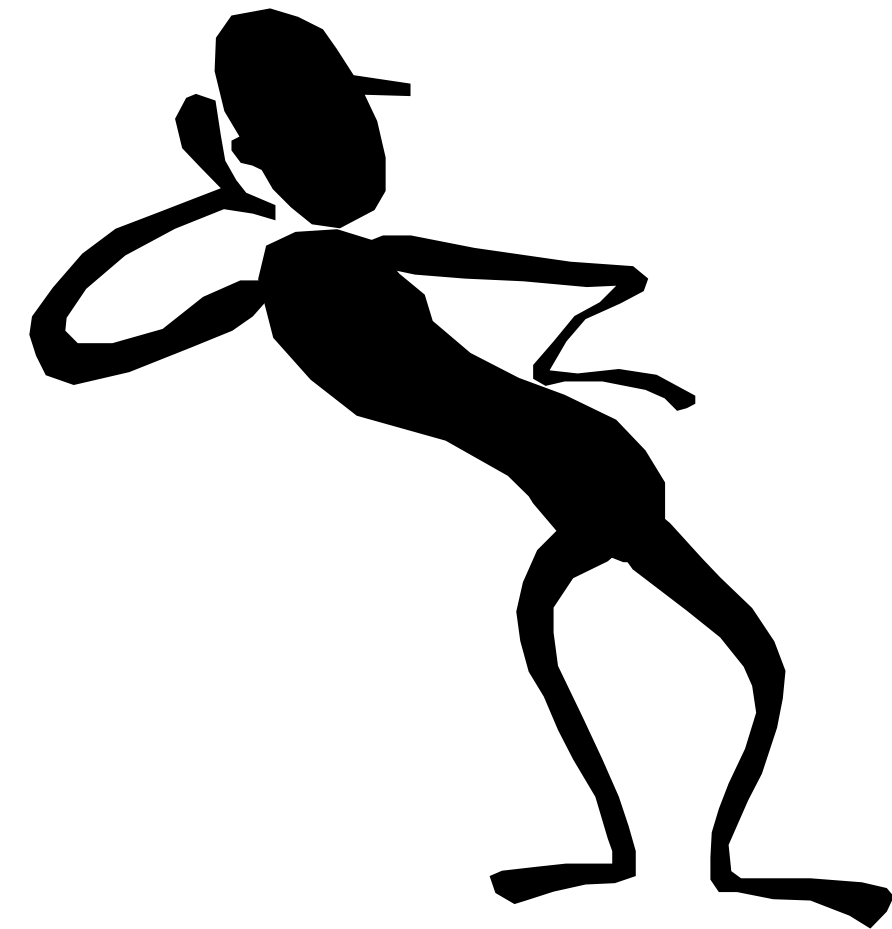


3

Customer Requirements:	Related Measures (in-process and outcome):
Evidence of Deployment:	Evidence of Learning (systematic evaluation and improvement and innovation) 1. 2. 3.
Integration – Key Linkages with Other Key Processes or Systems	

How do you determine key work process requirements?

- It starts with identifying your key customers and stakeholders
- The next step is listening to the Voice of the Customer (VOC)
- The next step requires translating the VOC into measurable attributes of the process (“specifications”)



CTQ (Critical to Quality) Flowdown

- Systematic process for translating the Voice of the Customer (VOC) into product or process design requirements
- Actionable and measurable
- Validated with the customer
- Weightings provided by the customer
- Tracked throughout the life of the project

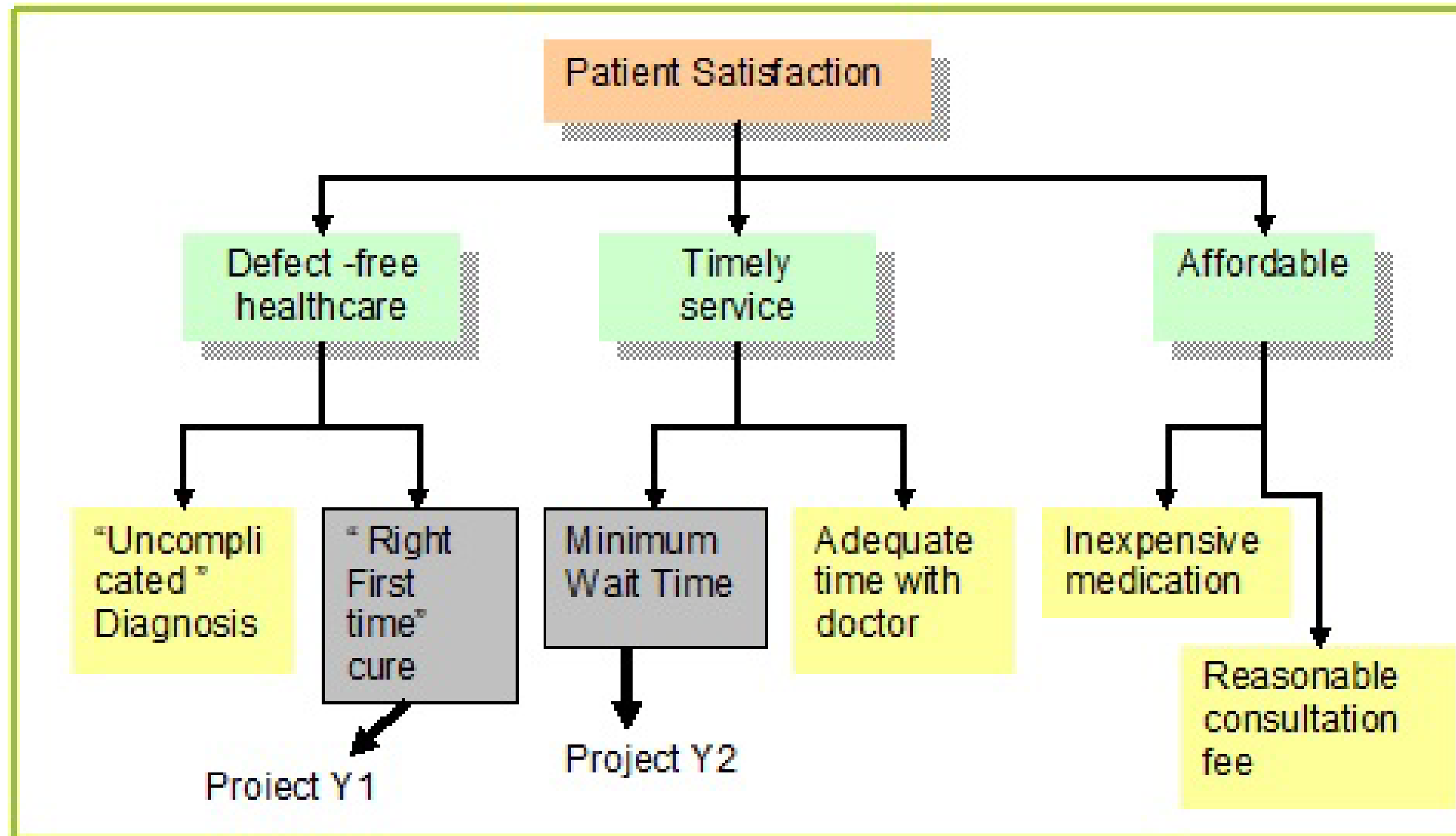
CTQ Characteristics

- Linked to a customer need, requirement, or expectation
- Stated clearly, simply, and unambiguously
- Describe the what will be met, not the how
- Specific
- Quantifiable (e.g., “respond by noon the following day,” not “respond quickly”)

Understanding Customer Requirements

- Customers are often (unintentionally) vague
- Many times, you must determine what customers don't want to identify what they do want
- Customers' downstream activities (the customers' customers) are important to understand
- Not all requirements are equal in importance

Tree Diagram Example of CTQ Flowdown



CTQ Flowdown Results in

- Defined units of measure
- Desired level of performance (target)
- Lowest acceptable level of performance (customer specification limit or internal control)
- Highest acceptable level of performance (customer specification limit or internal control)
- Leading vs. lagging indicators of customer satisfaction

Another Proactive Process Management Tool

- Regular reviews of key processes
- Standardized evaluation factors
- Prescribed actions if any factor is less than “green”

ADLI – Baldrige Evaluation Factors

- **Approach**
 - Is the approach appropriate for our operating environment?
 - Is the approach systematic?
 - Is the approach effective at meeting the requirements?
- **Deployment**
 - Is the deployment relevant and consistent?
 - Is the approach deployed throughout the organization?
- **Learning**
 - Has the approach been evaluated and improved?
 - Is there evidence of organizational learning?
 - Is there evidence of innovation?
- **Integration**
 - How well does this approach align and integrate with the organization's needs?

LeTCI – Baldrige Evaluation Factors

- **Levels**
 - **Is our current performance measured on a meaningful scale?**
- **Trends**
 - **Do we have three or more data points?**
 - **Are the trends beneficial?**
- **Comparisons**
 - **Do we have comparisons?**
 - **Are our results favorable against comparisons?**
 - **Are our results favorable against benchmarks?**
- **Integration**
 - **How well do our measures reflect important performance requirements?**

Key Work Process: Learning & Development



Objectives:

- Effective and efficient delivery of information, skill-building, and leadership development
- Aligned with our P, M, V, and V
- Reinforces the ABC culture

Sub-Processes:

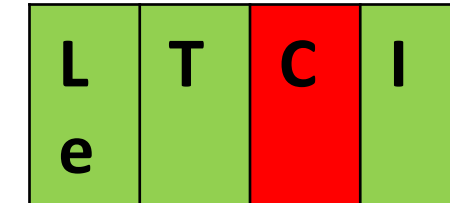
- ABC University
- Leadership Summit
- Program Director Academy
- ABC Newsletter

What We Care Most About:

Highly qualified practitioners in all areas of the business

Metrics:

- CEUs
- Internal promotions
- Beyond Feedback results



Tools and Products:

- ABC Resources
- The Leadership Book
- Pathways
- Knowledge Asset System
- Future Leaders Cohort
- Aims for Performance

Next Steps and Wrap Up

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Thank you!

- How can we help?
- Kay Kendall
- Kay@BaldrigeCoach.com
- (972) 489-3611

Panelist Questions and Discussion



Kay Kendall
CEO and Principal
BaldrigeCoach, Inc.



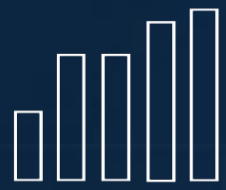
Al Faber
President and CEO
Baldrige Foundation
(Moderator)



Baldrige Performance Excellence Program

Robert Fangmeyer, Director BPEP



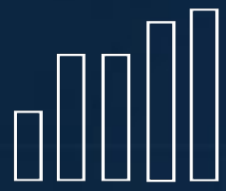


External Review is Complete

Rios Partners

- Reviewed 225 survey responses (out of ~2500 sent)
- Conducted benchmarking with similar programs
- Reviewed documents
- Performed external research
- Conducted over 60 interviews
- Held 15 focus groups
- Facilitated 2 ideation sessions
- Touched nearly 500 people

Final report(s) received April 27 (201 pages in length with appendices)



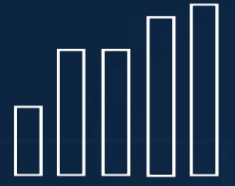
High-level Recommendations



Baldrige Performance Excellence Program | www.nist.gov/baldrige

Key messages

- Increase focus and connect with national priorities (e.g. competitiveness, resilience, domestic manufacturing)
- Transform the Award criteria and evaluation process to be simpler, more appealing, and more accessible
- Be more proactive in creating partnerships and engaging top industry performers in the Award process
- Improve integration, accessibility, and “digitization” of other offerings
- Create/strengthen various on-ramps for less-mature organizations
- Strengthen alignment and integration between the Baldrige Program, Foundation, ASQ, and the state/regional programs (a.k.a the Baldrige Enterprise)



BPEP Proposal for how we respond to those recommendations has been approved.

Near-Term Next Steps

- Tie up a few loose ends
- Develop communications
- Engage with industry and the Baldrige community
- Flesh out specifics of changes to award criteria, application process, evaluation process, and timeline

Thank you!

Alliance for Performance Excellence Update



Learn. Share. Connect.

The Journey to Performance Excellence Starts Here

- Home
- About Us
- Members
- Events & Training
- Contact Us

Find Performance
IMPROVEMENT
HELP NEAR YOU



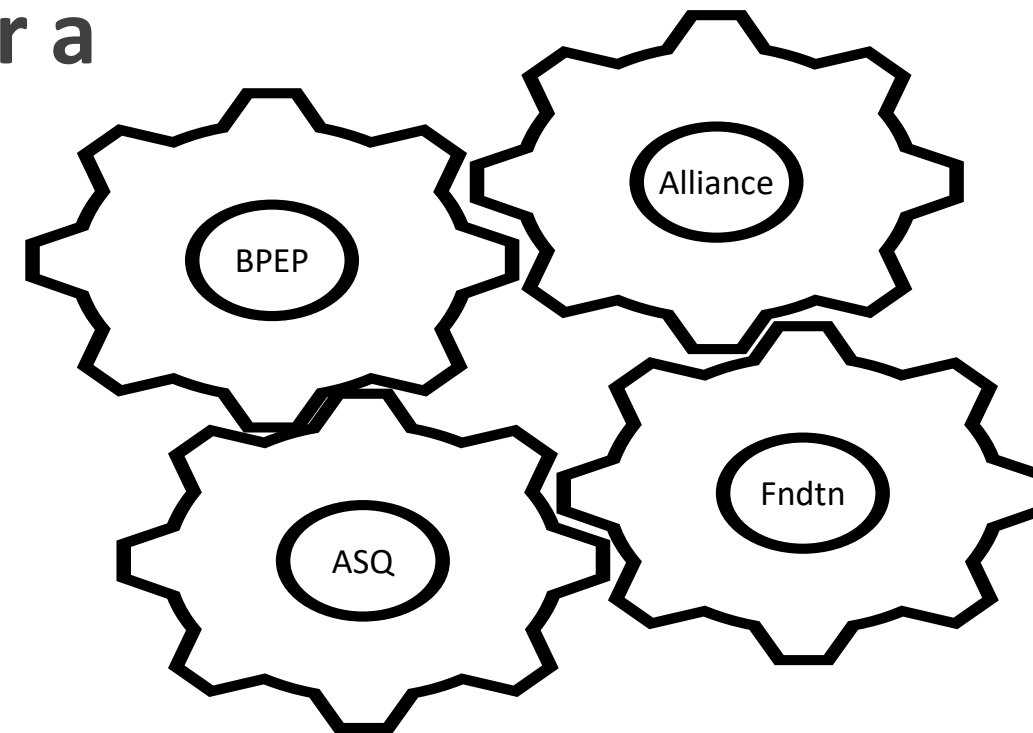
Brian Lassiter
Chair

Alliance for Performance Excellence

Alliance: The Baldrige “Front Door”

NEW!!

- **Purpose:** To inspire individuals, organizations, and communities across the U.S. and the world to learn, implement, and achieve performance excellence.
- **Mission:** To strengthen members through training, mentoring, collaboration, and sharing of resources, best practices, and service offerings.
- **Vision:** to be the premier resource for a thriving Baldrige community.



2023 Baldrige Fall Conference



Oct 16-17, Milwaukee & Streaming Worldwide
baldrigeconference.org



communities of excellence²⁰²⁶



“For America to sustain its vitality, promote opportunity, and create a more equitable society during its second 250 years of existence, we must improve the performance of communities and the people who lead and live in them.”



Stephanie Norling
Executive Director
Communities of
Excellence 2026

Why We Exist

To ensure that every person in America has the opportunity to live their best life in communities that are thriving.

Envisioned Future

Communities that adopt the Baldrige-based Communities of Excellence Framework are recognized as the top-performing in the nation and are catalysts for our country to again lead the world in educational attainment, economic prosperity, health and wellness, and quality of life



Our Strategic Areas of Concentration

- Actively Support an Energized, High Performing Baldrige Enterprise
- Increase Capability and Capacity to Support Communities
- Become the Center for Community Performance Excellence Resources and Knowledge

communities of excellence²⁰²⁶
National Learning Collaborative

We are Accepting Applications for the
2023-2024 Cohort
www.communitiesofexcellence2026.org



communities of excellence²⁰²⁶
Assessment & Recognition

A CONTINUOUS IMPROVEMENT PROGRAM

The Communities of Excellence Framework

A BALDRIGE-ADAPTED RESOURCE FROM **communities of excellence**²⁰²⁶

Preparing for Your Community Excellence Journey

A VIRTUAL COURSE FROM **communities of excellence**²⁰²⁶

SAVE THE DATE

Communities of Excellence Fall Conference
October 16-17, 2023
Milwaukee, WI

communities of excellence²⁰²⁶
UNIVERSAL COMMUNITY SCORECARD TEMPLATE | 7.1(1)

A Community Excellence Journey Resource
This template is a companion to the Communities of Excellence Framework and is designed to help you get to know your community's story and understand its strengths, weaknesses, and opportunities. This tool will also help you document your findings in one location for all members of your community excellence group. We encourage you to share it regularly with the completion and update of each section of questions and/or upload to a shared Google Drive, Microsoft Teams file, or some other cloud-based workspace for easy access by all members. There are no word limits or number of measurement indicator limits for this internal tool, although we encourage you to practice clear and concise communication skills for readability. You are also not required to use this. It is simply a suggested working document that will provide you with the content needed for your National Learning Collaborative share out of progress, community engagement, communications, and annual applications to Communities of Excellence 2026 for feedback through the Assessment & Recognition Program.

Communities of Excellence 2026 has established a Universal Scorecard Template (See separate document) of results that all communities are requested to track for the value of benchmarking participating communities across the country. Here is the summary table of the indicators included:

Health	Life Expectancy
Education	HS Graduation Rate
Economy	Median Household Income
Quality of Life: Social and Community	Adults with 14+ "Not Good" Mental Health Days Per Month
Quality of Life: Housing	Homes with Suboptimal Conditions

The five indicators have been chosen based on their long-term impact measurement and free access to data by any community in the United States, regardless of population size. They are high-level indicators that also demonstrate the interconnected and interdependent nature of the four core areas of communities: Health and Safety, Educational Attainment, Economic Stability, and Quality of Life.



Training & Professional Development

<https://www.baldrigeinstitute.org/education>

Excellence in Education

The Baldrige Foundation Institute for Performance Excellence supports individuals and organizations around the world by providing quality educational programs.

Is Your Organization an Institute for Performance Excellence Partner?

Partners of the Baldrige Institute for Performance Excellence receive additional discounts on all of our training opportunities.

[Learn More About the Institute](#)

Our Programs

<p>All General Courses</p> <p>Catering to a broad community of learners, we offer over 370 generalized courses that are specifically designed to support the unique demands of the 21st century learner. Let Baldrige turn your learning experiences into meaningful educational opportunities.</p>	<p>Lean Six Sigma Courses</p> <p>Looking for training and certifications in Lean and Six Sigma? We offer a variety of industry-specific trainings, such as Lean Health Care Professional, as well as industry-agnostic trainings, such as Project Management, Agile, and Diversity, Equity, & Inclusion.</p>	<p>Strategic Planning & Management Training</p> <p>Our training allows you to impart the full strategy management process into your everyday decisions. Make better decisions and grow by instilling the ability to think and act strategically in an ever-changing business landscape.</p>	<p>Degree Programs</p> <p>Earn your degree by enrolling in a degree program, including associates, bachelors, masters, or doctorate programs, through one of our Baldrige Foundation Institute for Performance Excellence Degree Partners.</p>
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KAISER PERMANENTE

EATON

GBMC HEALTHCARE

CHIME College of Healthcare Information Management Executives

COLDWELL BANKER

UNIVERSITY OF VIRGINIA HEALTH SYSTEM

Apple

THE GEORGE WASHINGTON UNIVERSITY WASHINGTON, DC

KU MEDICAL CENTER The University of Kansas

EP TX CITY OF EL PASO

Tufts Medical Center

UNOS

UT DALLAS THE UNIVERSITY OF TEXAS AT DALLAS

WISCONSIN UNIVERSITY OF WISCONSIN-MADISON

Volunteers of America EVERYDAY MIRACLES

UCF UNIVERSITY OF CENTRAL FLORIDA

HOUSTON Methodist LEADING MEDICINE

Lean Six Sigma White Belt	Lean Six Sigma Yellow Belt	Lean Six Sigma Green Belt	Lean Six Sigma Black Belt	Lean Six Sigma Master Black Belt
Baldrige Upskill Onboarding	Leading a Remote Customer Service Center	Diversity & Inclusion Yellow Belt	Process Improvement Specialist	Project Management

Lean Healthcare Professional Certification

Presented to

[recipient.name]

For successfully completing and passing the SSGI/Baldrige Foundation Certified Lean Healthcare Professional (CLHP) Program

Al Faber
President and CEO
Baldrige Foundation

Barry Shere PhD
Co-Founder and Instructor
Six Sigma Global Institute



Mac Baldrige Society Institute Trustees



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