



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





Presents:

Building Resilience Through Foresight: Navigating an Uncertain Future

December 14, 2023



Mac Baldrige Society
Institute Trustees



A Special Thanks to Our Donors & Sponsors!



Opening Remarks/Agenda

Introduction	Al Faber, President & CEO, Baldrige Foundation
Panelist	Robin Champ Vice President, Strategic Foresight LBL Strategies
Audience Questions	Moderator – Al Faber
Updates	Robert Fangmeyer, Director, Baldrige Performance Excellence Program Margot Hoffman, Vice Chair, Alliance for Performance Excellence Stephanie Norling, Executive Director, Communities of Excellence 2026
Closing	Al Faber Remarks

STRATEGIC FORESIGHT to ENHANCE RESILIENCE AND PLAN FOR THE FUTURE

PRESENTED BY ROBIN CHAMP

ROBIN CHAMP



- Vice President, Strategic Foresight
- Former Chief of the Enterprise Strategy Division at U.S. Secret Service
- Co-Led the Federal Foresight Community of Interest (FFCol.org)
- Proclaimed U.S. Army Mad Scientist
- Previously served as Chief of the Global Futures Office at the Defense Threat Reduction Agency (DTRA)
- Bachelor of Science in Journalism/Advertising from the University of Maryland where she was the Outstanding Senior in Advertising, graduating at the top of the Advertising class
- Master of Science in National Resource Strategy from NDU's Industrial College of the Armed Forces
- Harvard Kennedy School, Senior Executive Fellows program graduate
- Recipient of the DTRA Director's Distinguished Civilian Service Medal
- Recipient of the Secret Service Director's Impact Award



Expert speaker on foresight at multiple forums:

- Association for Strategic Planning
- Federal Foresight Community of Interest
- Palladium Strategy Summit
- National Defense University
- American Society of Microbiology
- Department of Homeland Security
- Environmental Protection Agency
- Department of Energy National Labs
- Defense Innovation Summit
- Centers for Disease Control (CDC)
- IBM



Who Are We and What We Do

Our Mission: We help organizations focus, make better decisions, and grow by leveraging foresight to think and act strategically.



Center for Excellence
in Public Leadership
THE GEORGE WASHINGTON UNIVERSITY



WE ARE MEMBERS:



LBL STRATEGIES SPHERE OF INFLUENCE — PRIVATE SECTOR



LBL STRATEGIES SPHERE OF INFLUENCE — PUBLIC SECTOR



LBL STRATEGIES SPHERE OF INFLUENCE — NON-PROFIT, HIGHER ED, & ASSOCIATION



RESILIENCE and FORESIGHT

RESILIENCE

“An organization’s ability to anticipate, prepare for, and recover from disasters, emergencies, and other disruptions, and when disruptions occur, to protect and enhance workforce and customer engagement, supply-network and financial performance, organizational productivity, and community well-being. See also agility.”

- <https://www.nist.gov/baldrige/self-assessing/baldrige-key-terms#resilience>

FORESIGHT

“Insight into how and why the future may be different from the present.”

Dr. Richard A.K. Lum, “*4 Steps to the Future*”

Comments by Robert Fangmeyer
Director, Baldrige Performance Excellence Program
September 28, 2023

Response | Relevance



Resilience isn't one thing- it is the outcome of several things.

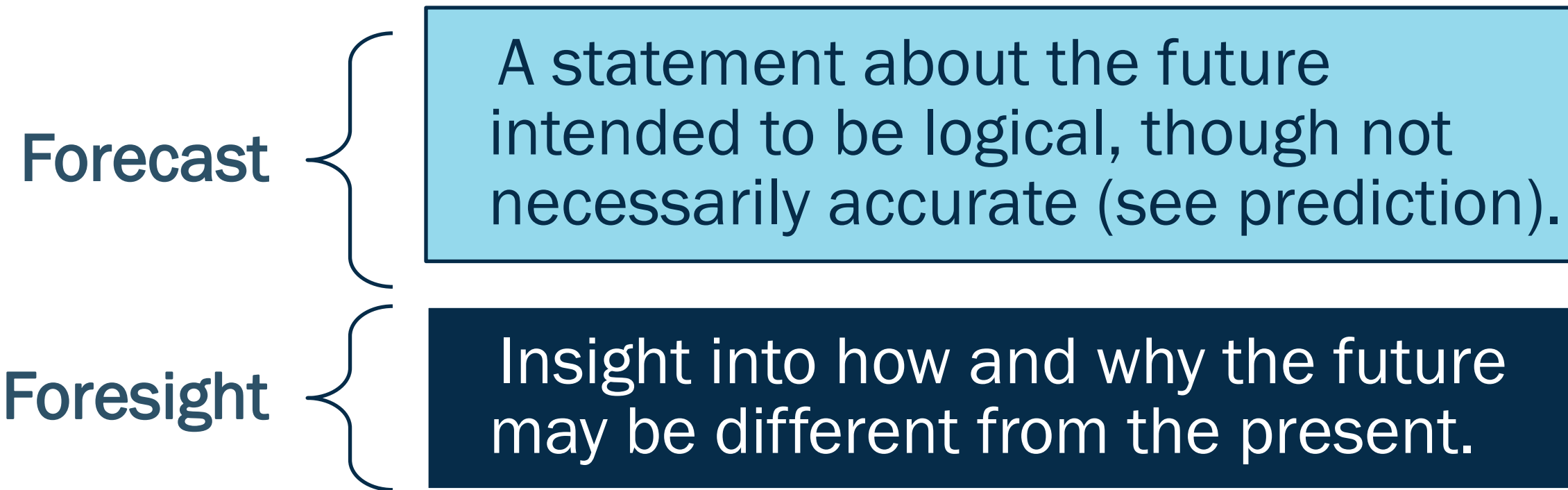
“Resilience isn't just bouncing back to a prior state after a disruption, it is being ready and able to adapt, innovate, and thrive in an ever-changing, dynamic environment.”

Indicators of Resilience:

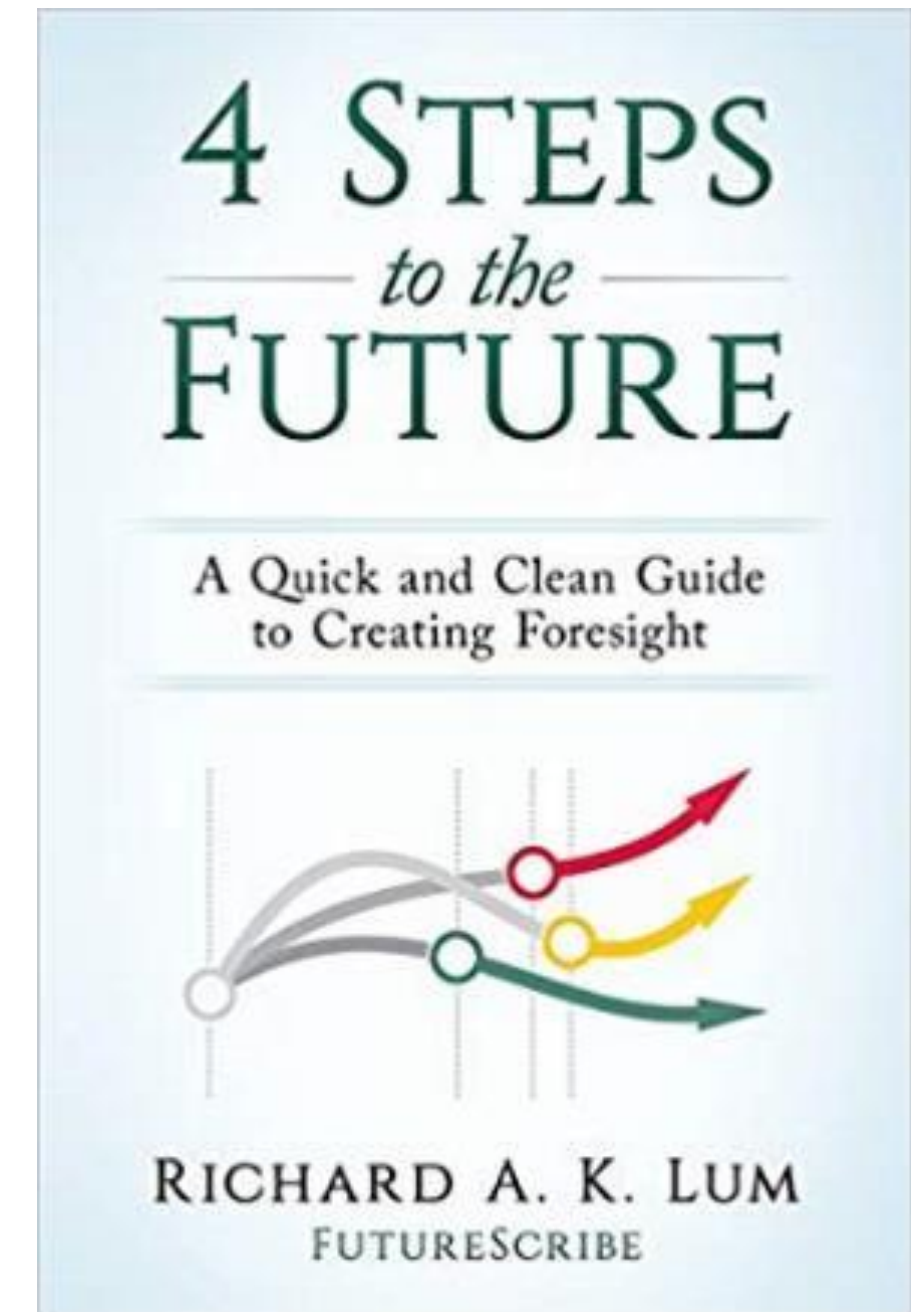
- Financial Stability
- Operational Continuity
- Customer Retention
- Employee Engagement
- Social Responsibility/ Community Engagement
- Innovation

*Foresight drives Resilience
Resilience drives Results*

FORECASTING VS. FORESIGHT



- The future does not exist
- There are many possible futures
- Those futures are constantly in flux



Reference: Richard A. K. Lum (2016) *4 Steps to the Future: A Quick and Clean Guide to Creating Foresight*

OVERVIEW

STRATEGIC MANAGEMENT PERFORMANCE SYSTEM



FORESIGHT IN THE FEDERAL GOVERNMENT

- OMB A-11

- Part 6, Section 200.22:

Foresight. In the context of a **strategic planning best practice**, foresight is generally characterized as **insight into how and why the future might be different from the present**. Foresight practices include environmental scanning, trend analysis, and scenario-based planning, and other methods to **engage individuals in thinking about the long-range future**. While foresight is often considered as the “act of looking forward” so as to plan for the future, in strategic planning **it is not the same as forecasting**, which seeks to make statements or assertions about future events based on quantitative and qualitative analysis and modeling. Through incorporating foresight into strategic planning, an agency can develop an appropriate strategic posture by analyzing and preparing for multiple possible futures.

LBL’s white paper:
The Value of Foresight and Scenario-Based Planning for Federal Agencies.

FEDERAL FORESIGHT COMMUNITY OF INTEREST

- ▶ Open to all U.S. Federal employees
- ▶ Non-federal employees are welcome but should be assisting federal agencies with foresight, long-range planning, or innovation challenges.
- ▶ Led by a council made up of volunteers from across the U.S. Government.
- ▶ Other global or local foresight organizations are encouraged to partner with FFCOI (e.g. APF, PSFN, WFS, Millennium Project etc.).
- ▶ Exploring partnerships with various think tanks and non-profit organizations.

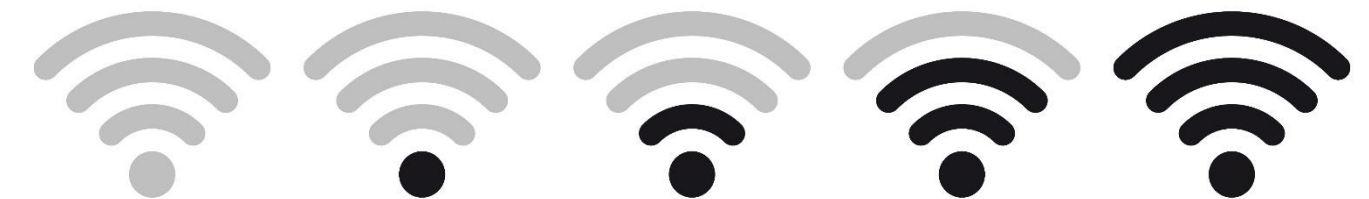


www.ffcoi.org

in  @FFCOI

“TRENDS” VS. “WEAK SIGNALS”

- Trend: Direction in which something is changing. Trend is a general tendency or direction evident from past events increasing or decreasing in strength or frequency of observation. It usually suggests a pattern.
- Weak Signal: Early signs of currently small change. What is coming down the pike that could be a huge disruptor/surprise. Not an established trend yet. They often are “not necessarily important things” which do not seem to have a strong impact in the present, but which could be the trigger for major events in the future.



SCANNING HIT EXAMPLES

- Content/Industry publications
- Linked In
- Amy Webb - FTI
- US Army Mad Scientist
- Vision Foresight Strategy
- JJ Snow
- Big Trends Guy (Bart Edes)
- Trend Watch

WTOP News ✓
★ Favorites · 3h · 🌐

New vehicles sold in the U.S. will have to average at least 40 miles per gallon of gasoline in 2026, up from about 28 mpg, under new federal rules that undo a rollback of standards enacted under President Donald Trump.



WTOP.COM
New vehicles must average 40 mpg by 2026, up from 28 mpg | WTOP News

Richard Lum · 1st
Academically trained futurist leading foresight projects for government, busines...
1d · 🌐

"Previously, bones that needed replacing would firstly need to be built in a laboratory. New technology means that, soon, it will be possible to 'print' bone tissue inside the body"



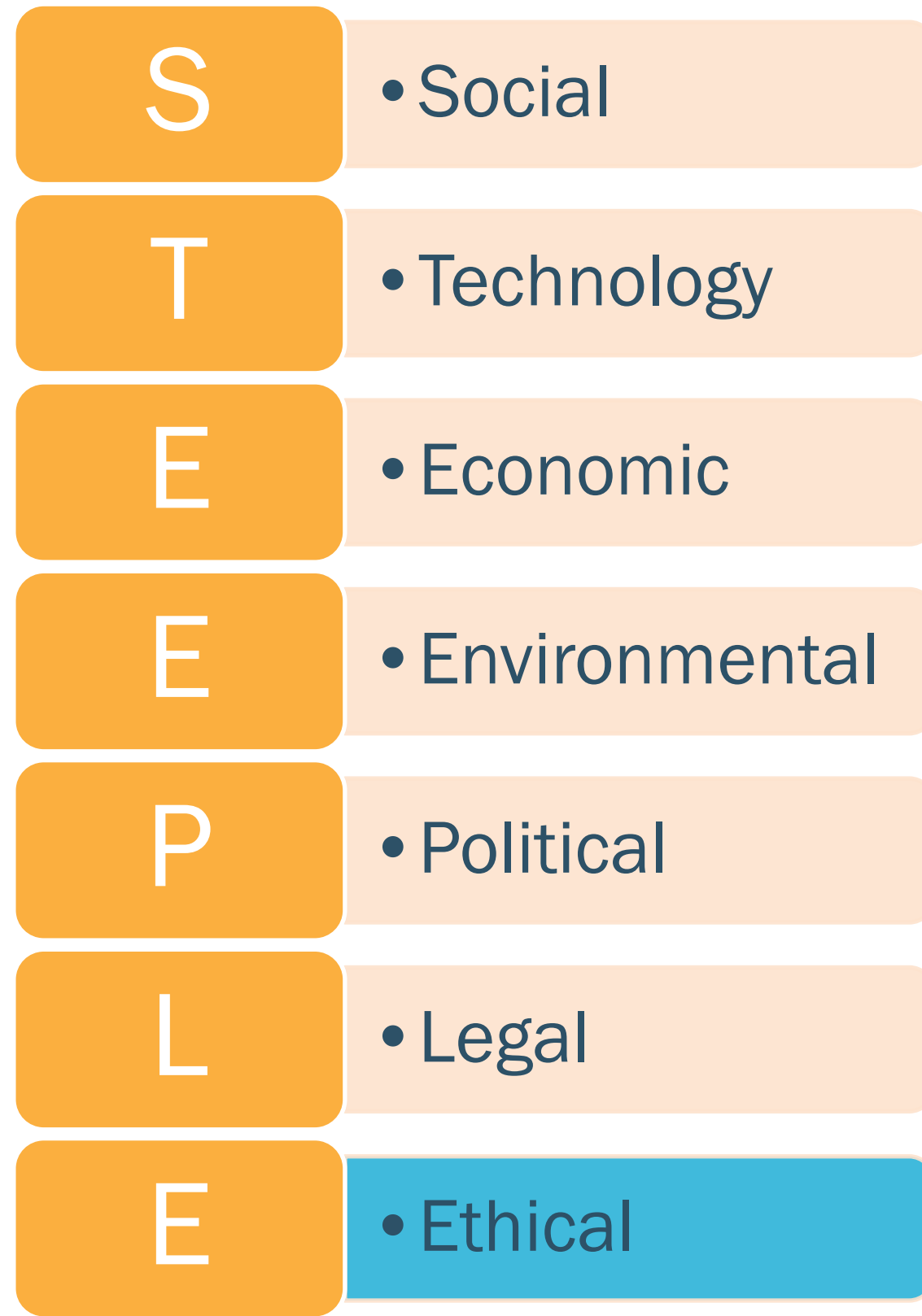
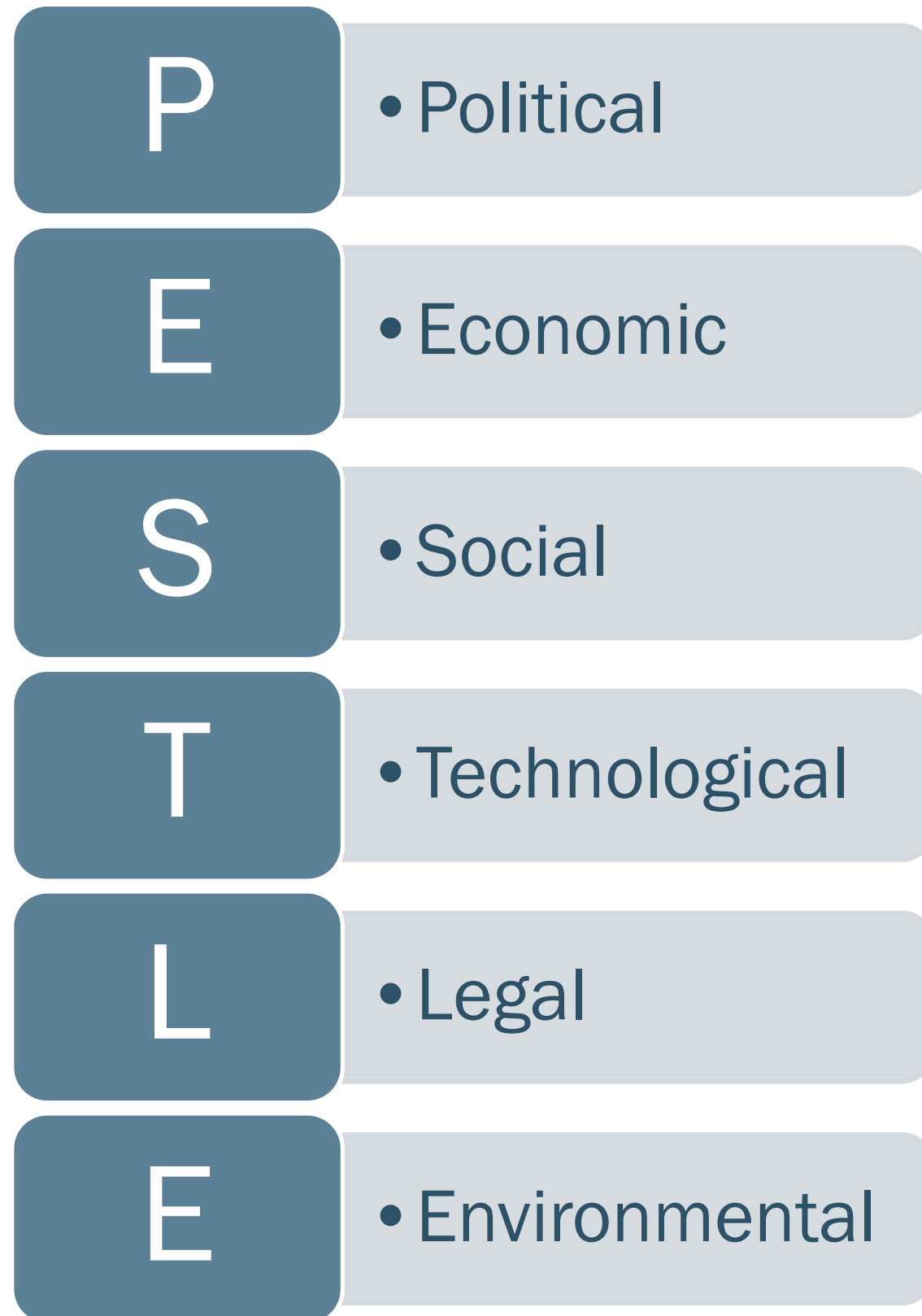
This ceramic ink can 3D-print bones directly into a patient's body. Here's how
weforum.org · 2 min read

CNN travel



Inside the space hotel scheduled to open in 2025

MACRO: PESTLE / STEEPLE



- Political: Includes leadership, governance, nation states, VEOs, etc
- Economic: Includes commerce, money, markets, financial
- Social: Includes demographics, culture
- Technology: Includes innovation, sciences
- Legal: Includes possible legislative changes, regulations
- Environment: Includes climate, geography, virtual environments, places
- Ethical: Includes social-cultural behaviors and global values

USAF Example

PESTLE+I trends/signals

The world in
2040

World #:
"Title"

Global Image: Unfavorable.
Autocrats dominate around the world.

US Economy: Weak.
Military struggles for funding.

US Technology: Lagging.
Obsolete weaponry and threats to security.

Global Warming: Increasing
Increased AOR, while some bases threatened.

Political	Economic	Social	Technological	Legal	Environmental	Industry
US isolationist	Chinese currency dominates	Growing Poverty Level	We are victims of digital Piracy	UN standing falls – abolished	Oceans rising; flooding	Piracy –S.E. Asia and Horn of Africa.- everywhere
Russia has more influence due to open artic Former USSR reunites	Digital Piracy	Haves/Have nots	China runs global space program	US enters new treaties. – Maybe an America’s treaty	Arctic opens – oil supplies increase. Rare earth minerals mined. New trade routes	Power projection issues
Russia/China partnership strengthens. India sides with US	Trade less favorable for US	US Aging Population	US no longer industry leaders. (Boeing, Lockheed, etc)	All arms control treaties end.	Rus/China or US? helps with Indian climate migration.	EV cars are norm
Political polarization increases	IP is stolen by US frequently. R&D slows.	Social unrest increases significantly – social rebellions	US dependent on other nations	NATO changes as W. Europe falls to tyranny. Brexit 5.0	Frequent and size of storms increase.	OPEC + takes over renewable energy
Embrace of authoritarianism	US and W Europe go into depression	Education becomes Govt controlled.	Quantum mainstream and breakable	US becomes more stringent on immigration	African drought; famines; mass starvation; disease rampant; pandemics	
New political party emerged – far right extremism.		Healthcare improved for those with money – Healthcare tourism.	Full AI capabilities exist – autonomous rules. No ethical oversight.	First CEO Robot	Water is critical resource; Rare earth minerals found on the moon.	

THINK ABOUT THE FUTURE ENVIRONMENT

Did You Know?



Foresight and Resilience Take-Away #1

1. If you carefully and proactively look for signals and trends pointing into the future, you will be able to better anticipate change and prepare for it.

“What works today won’t work tomorrow.”

- Clark Murdock, Future Making

WHAT IS SCENARIO BASED PLANNING?

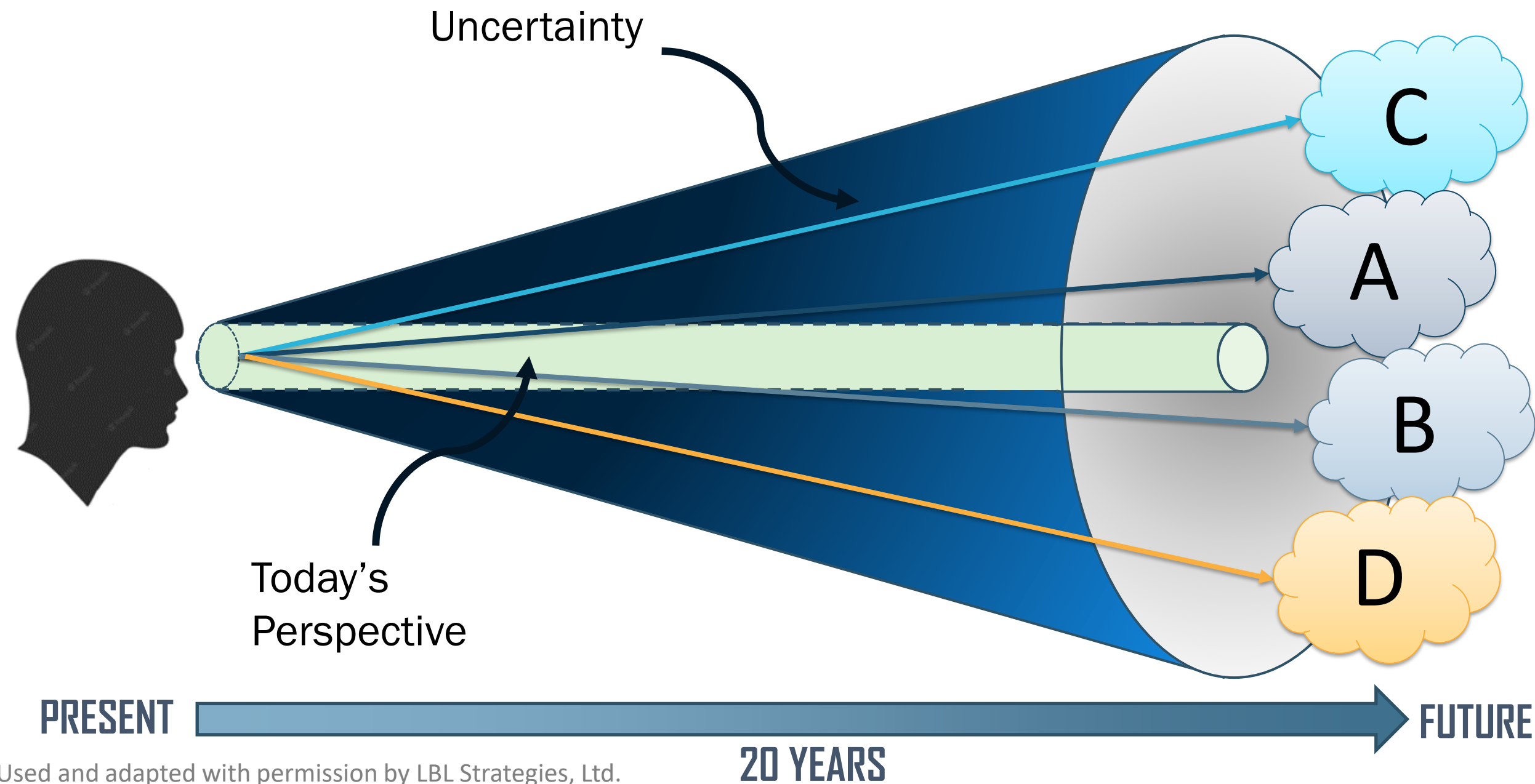
- A Critical Foresight Tool.....

"Scenario planning ... is a structured way for organizations to think about the future."

Reference: <https://www.economist.com/news/2008/09/01/scenario-planning>

UNCERTAIN FUTURE – CONE OF POSSIBILITIES

Planning for Increasing Uncertainty



WHY USE SCENARIOS?

- Scenarios allow us to:
 - Deal with uncertainty and limited information
 - Explore and convey complex situations in an easy-to-understand format
 - Provide compelling images of unconsidered possibilities about the future
 - Think outside the box

*Scenarios are **NOT** predictions*



THE 9/11 COMMISSION REPORT

GENERAL FINDINGS:

“Across the government, there were failures of imagination, policy, capabilities, and management.”

“The most important failure was one of imagination.”

Foresight and Resilience Take-Away #2

1. If you carefully and proactively look for signals and trends pointing into the future, you will be able to better anticipate change and prepare for it.
2. If you **exercise creative thought and imagination**, you can unchain yourself from today and explore both the potential positive and also adverse scenarios in the future. By doing so, you are better able to see signals of these possible futures and prepare accordingly.

Navigating an Uncertain Future

Shell Scenarios



NAVIGATING AN UNCERTAIN FUTURE

SHELL SCENARIOS

Foresight and Resilience Take-Away #3

1. If you carefully and proactively look for signals and trends pointing into the future, you will be able to better anticipate change and prepare for it.
2. If you exercise creative thought and imagination, you can unchain yourself from today and explore both the potential positive, and also adverse, scenarios in the future. By doing so, you are better able to see signals of these possible futures and prepare accordingly.
3. If you **develop and explore alternative future scenarios**, you prepare yourself for many different possible futures. By doing so, you analyze capabilities needed for the future which better prepares you to adapt to changing circumstances.

PERSPECTIVE

“In dealing with the future, it is more important to be imaginative and insightful than to be one hundred percent ‘right.’ The maps of the world drawn by medieval cartographers were too hopelessly inaccurate, so filled with factual error, that they elicit condescending smiles today. Yet the great explorers could never have discovered the New World without them.”

- Alvin Toffler



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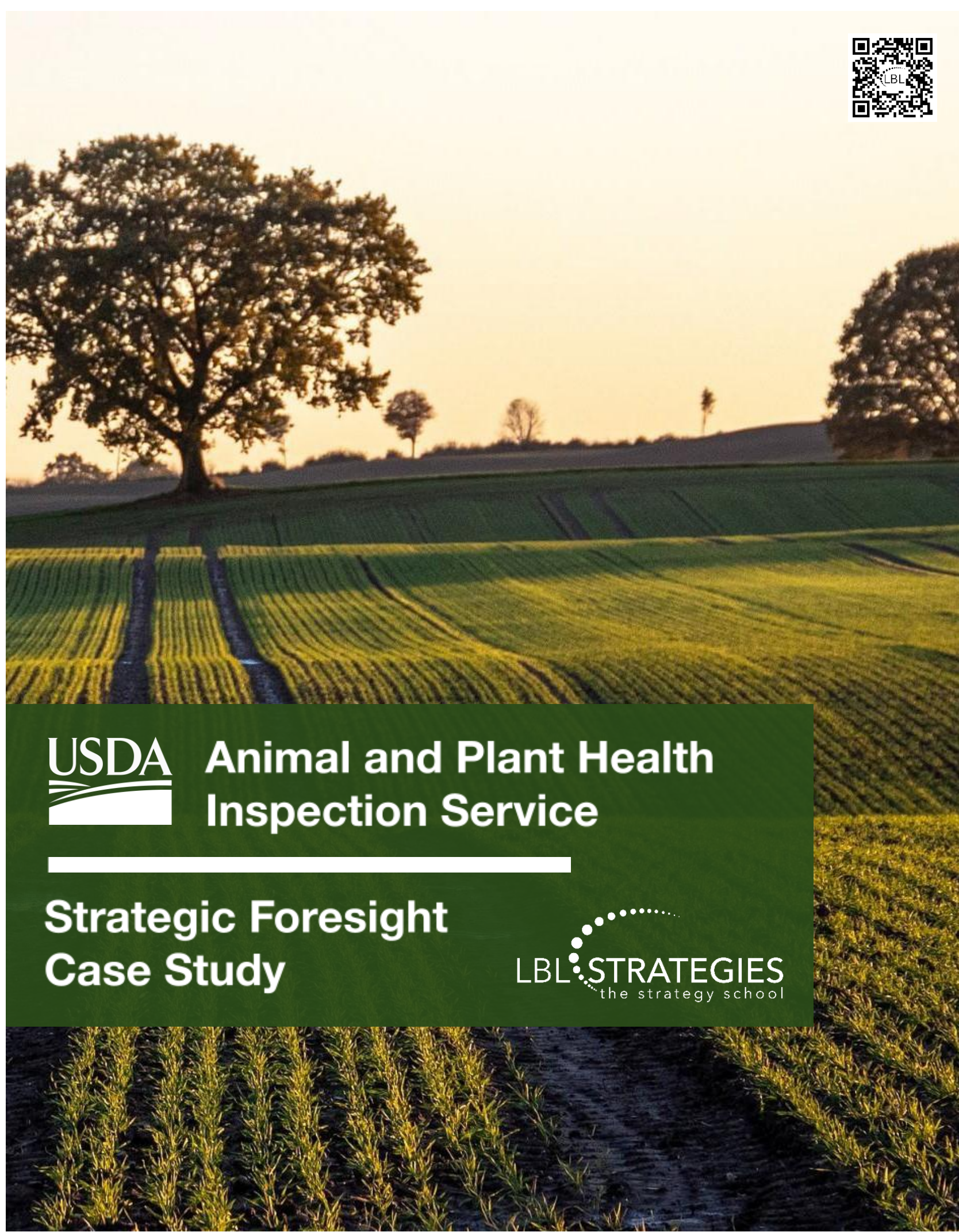
WORLD 5: CODE QUEBEC

U.S. COAST GUARD EVERGREEN PROCESS





CASE STUDY

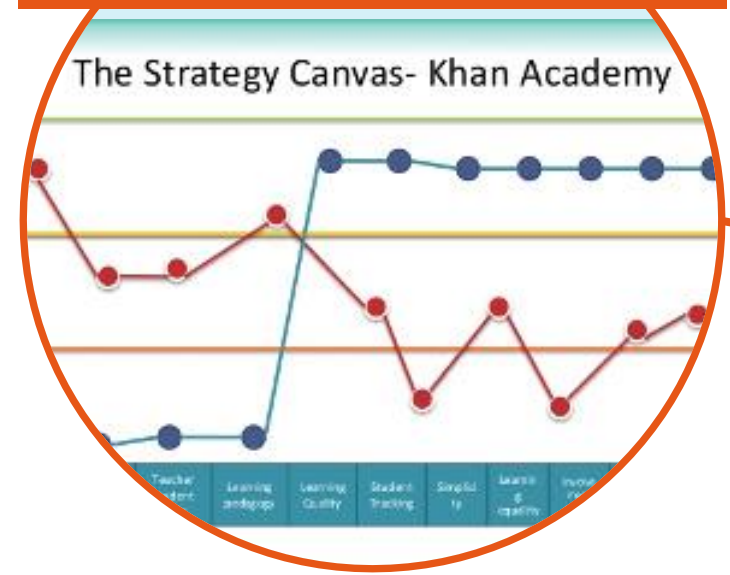


USDA Animal and Plant Health
Inspection Service

**Strategic Foresight
Case Study**



Customer Value Proposition
Competitive Landscape



SBP IS OFTEN COMBINED WITH
OTHER ENVIRONMENTAL
SCANNING EXERCISES:

Stakeholder Input



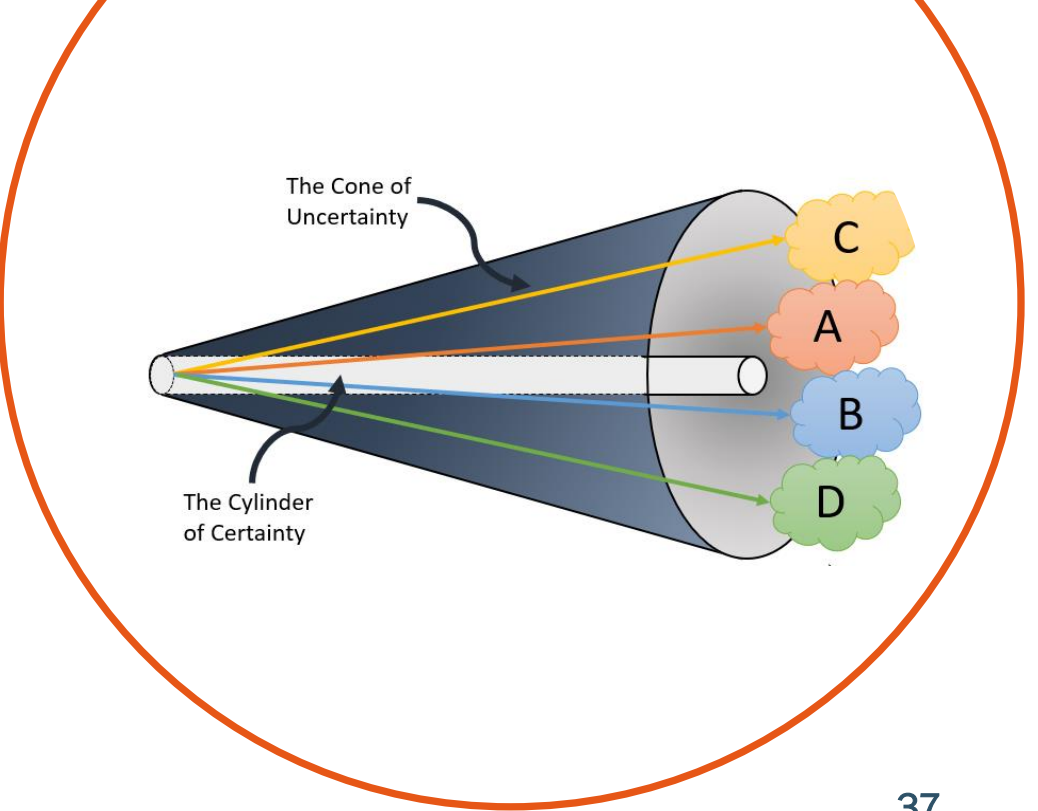
Environmental Scan of Industry Experts
and Key Stakeholders



Strategic Plan



Scenario-based Planning



Foresight and Resilience Take-Away #4

1. If you carefully and proactively look for signals and trends pointing into the future, you will be able to better anticipate change and prepare for it.
2. If you exercise creative thought and imagination, you can unchain yourself from today and explore both the potential positive, and also adverse, scenarios in the future. By doing so, you are better able to see signals of these possible futures and prepare accordingly.
3. If you develop and explore alternative future scenarios, you prepare yourself for many different possible futures. By doing so, you analyze capabilities needed for the future which better prepares you to adapt to changing circumstances.
4. By **incorporating foresight throughout the planning cycle**, you will develop and adjust your strategy based on signals, trends, and potential disruptors in the environment. This allows your organization to be more resilient in the face of coming change and not chained to a strategy that could be outdated at any point in time. By thinking through signals, trends, disruptors, and potential scenarios – your strategy can adapt quickly to changing circumstances and your initiatives can be adjusted in an agile fashion because you already thought about the possibilities in a low-stress workshop environment.

“...the metric of success for scenario work is not whether or not you got the future “right”; it’s whether or not they inspired and informed action that, years later, you are happy to have taken.”

- Dr. Richard A.K. Lum



Organizational Resilience Model to Increase Resiliency



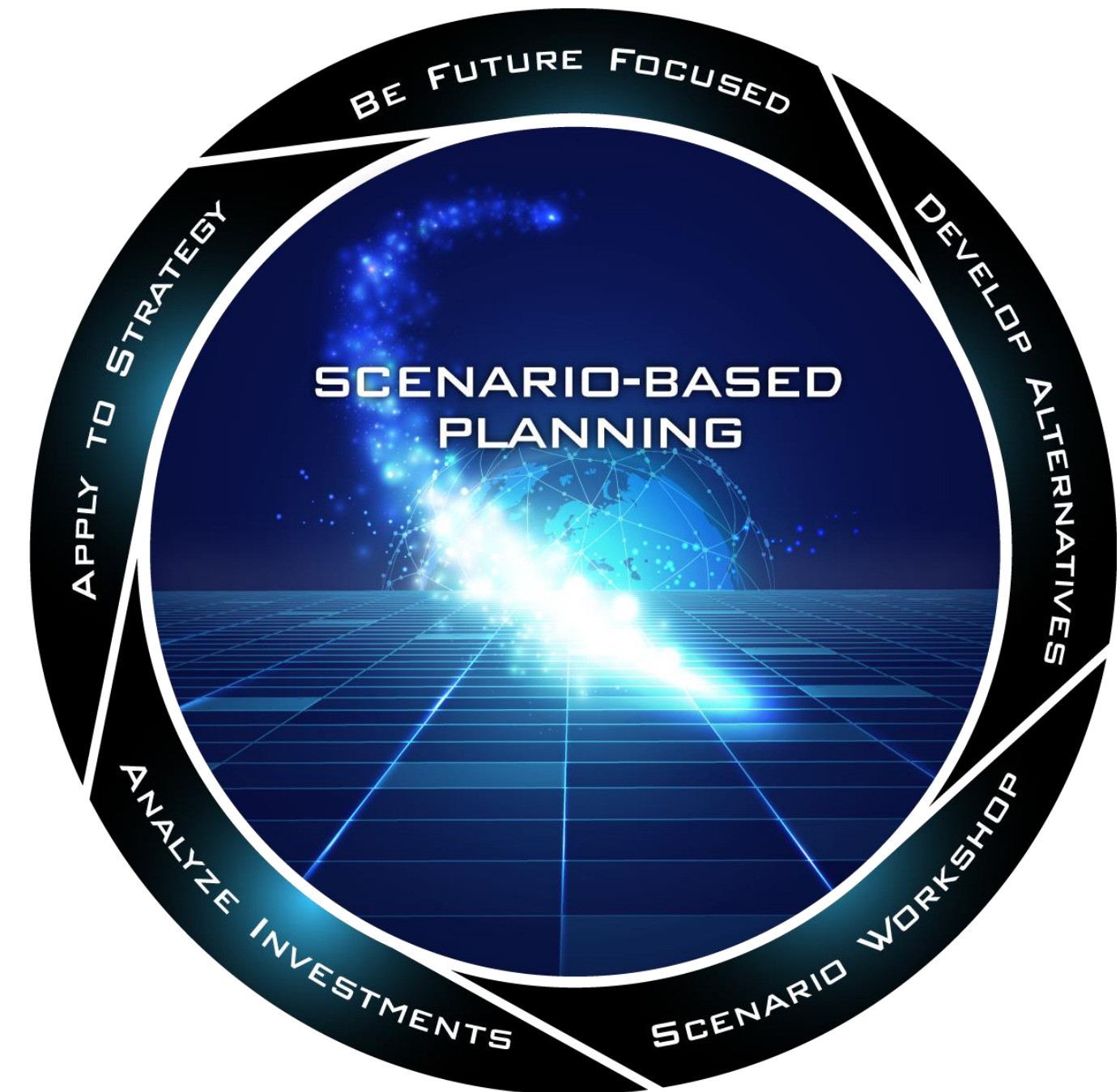
<https://www.build-resilience.org/OR-Model.php>

The Model for Increasing Organizational Resilience is based on **ISO 22316: Security and Resilience – Organizational Resilience Principles and Attributes.**

WANT TO LEARN MORE?

Ask about our **Mastering Foresight: Scenario-Based Planning** certification program through George Washington University (CEPL) and endorsed by the Baldrige Foundation

Contact us at:
LBLStrategies.com
Dmaris@LBLStrategies.com



Panelist Questions and Discussion



Robin Champ
Vice President, Strategic Foresight
LBL Strategies



Al Faber
President and CEO
Baldrige Foundation
(Moderator)



Baldrige Program Update

Baldrige Foundation Quarterly Webinar

Bob Fangmeyer
Director





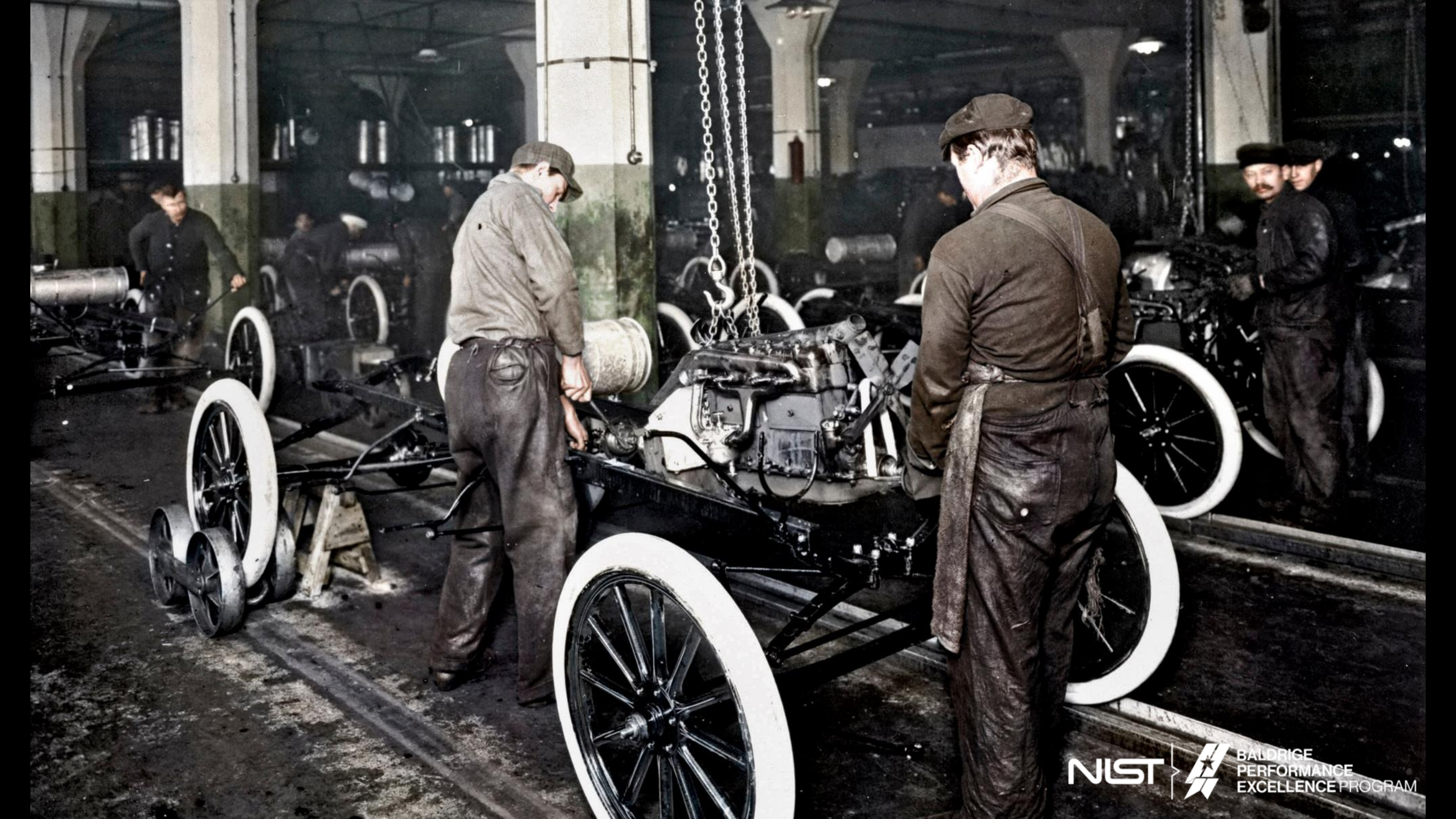
Change—
and more and more often transformational change—
is becoming a regular part of success.

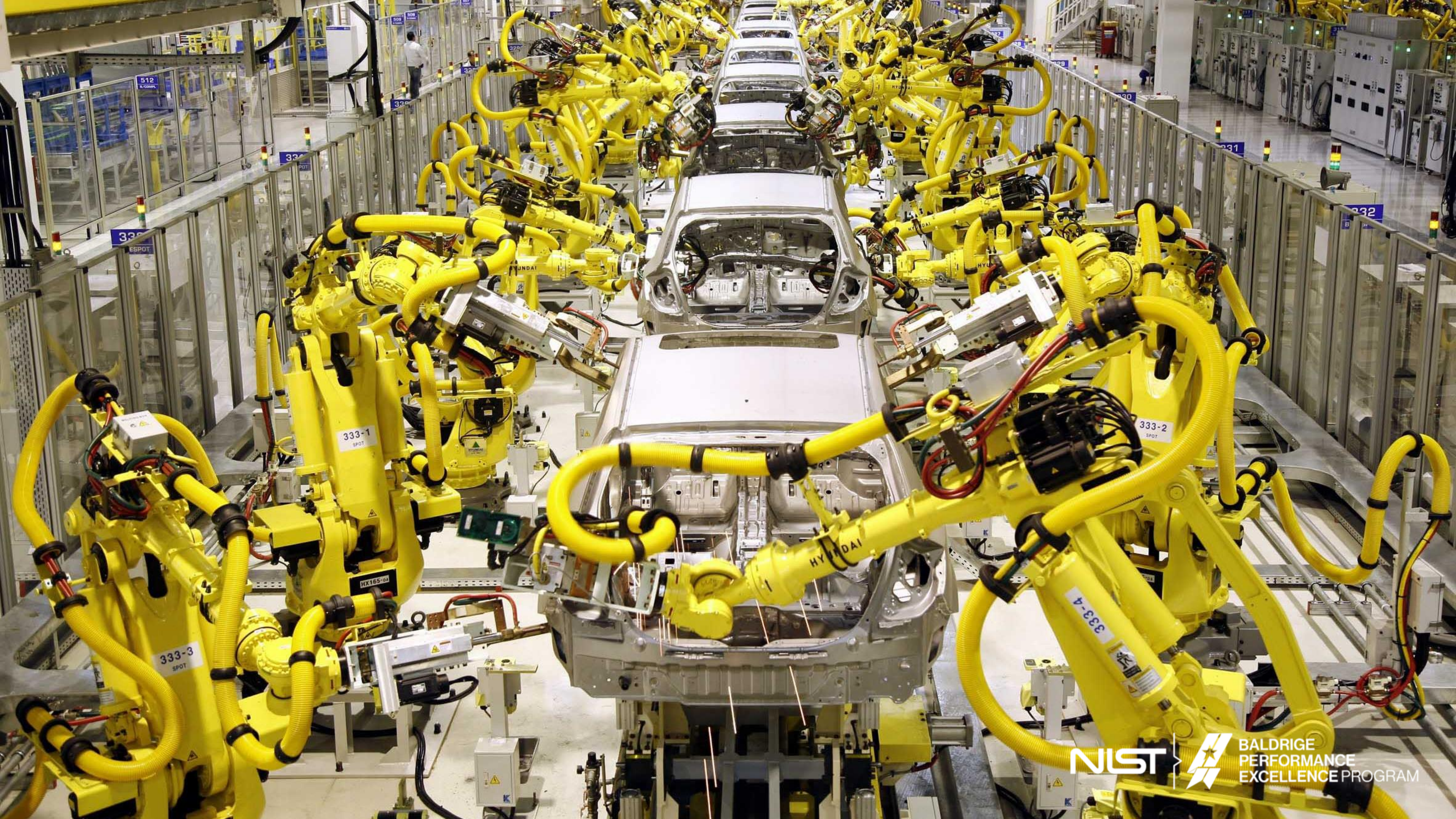
We cannot run from it. Rather, we must be prepared for it,
run into it, and find or create valuable opportunities from it.

Disruption is happening all the time

And it comes in a variety of forms...

Innovation Labor Shortages Workforce Needs
Technology Economic Conditions Pandemics
Automation Law and Regulation Cyber Risk
Market Shifts Consumer Preferences
New Competition Supply Chain Failures
Natural Disasters Geopolitical Crises





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NIST



BALDRIGE
PERFORMANCE
EXCELLENCE PROGRAM











GALANOS
AGORA



DOLPHIN
CRUISE

ALL DAY
PARKING

PARK
HERE

ALL DAY
PARKING

DOLPHIN
CRUISE

NIST



BALDRIGE
PERFORMANCE
EXCELLENCE PROGRAM



BX-638-NN



SERVPRO
Fire & Water - Drying & Restoration

WARNING
AVISO
NEUTRALISANT



INFLATION

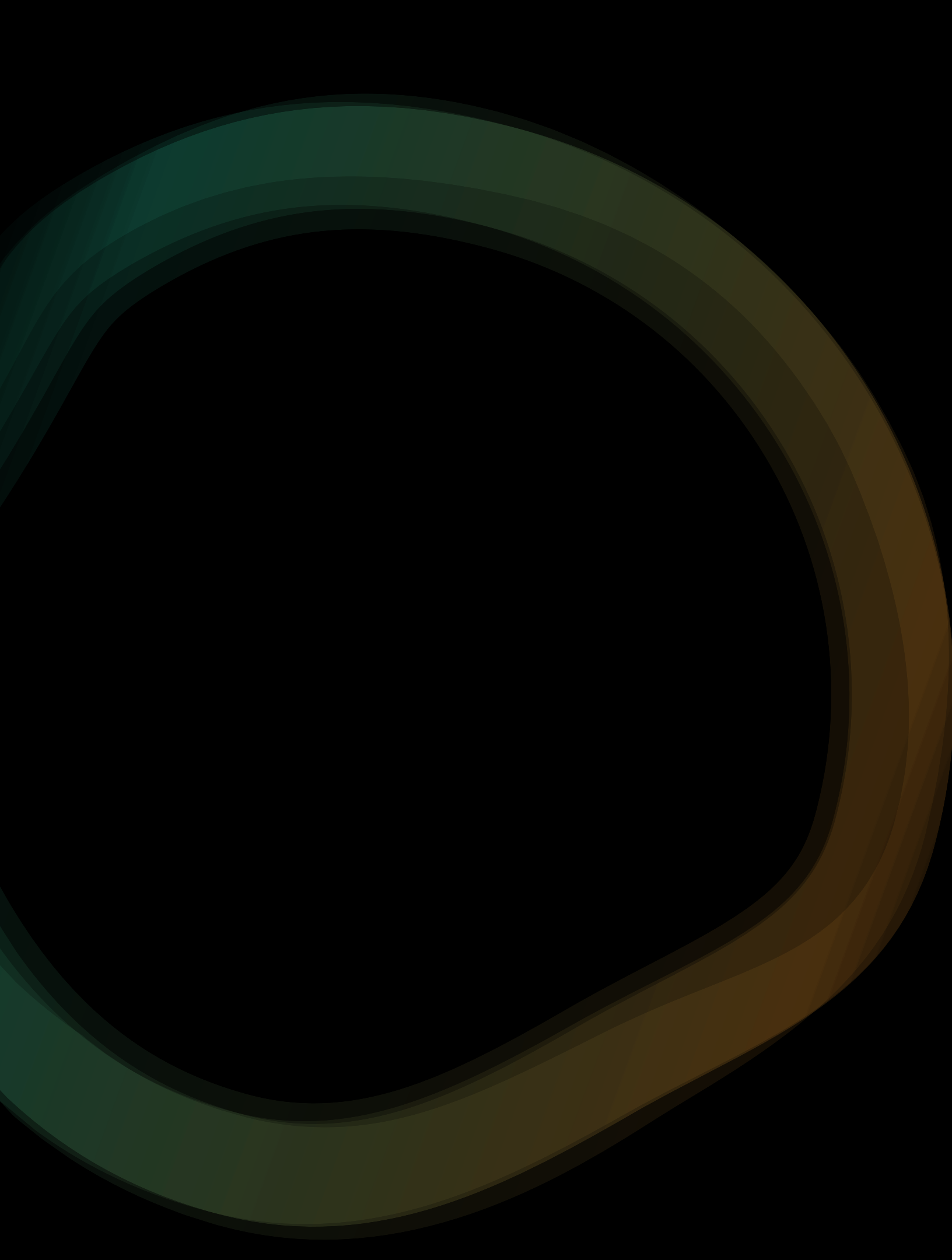
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**STORE
CLOSING**

**GOING OUT
OF BUSINESS**

50%
OFF

The increasing frequency of regional, national, and global disruptions, puts health, education, business, and economic vitality at risk.



Successful businesses and other organizations must be ready and able to adapt, innovate, and thrive in an ever-changing, dynamic environment.

For 36 years, the Baldrige Program and its key partners have been fostering the long-term success of businesses, large and small; health care and education providers; nonprofits and government agencies; and more recently, entire communities.

Now it is our turn to adapt and innovate.
To better serve you, as you strive to improve,
to navigate change,
to find and create new opportunities,
and to “bounce-forward” through various disruptions.

2024

prepare. adapt. innovate. thrive.

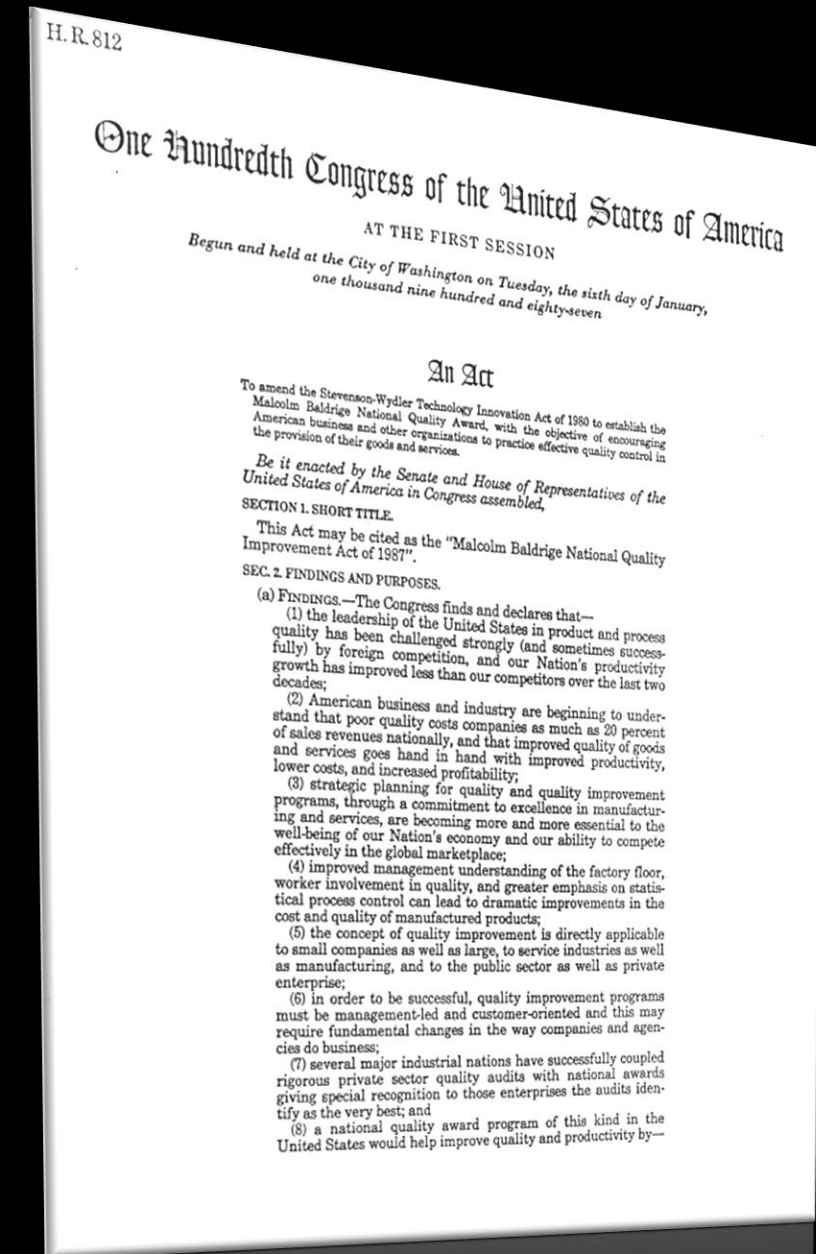
something big is coming



Mission and Purpose

To improve the performance and long-term success of businesses and other organizations by

- Recognizing role models
- Fostering the adoption of proven practices



NIST



BALDRIGE
PERFORMANCE
EXCELLENCE PROGRAM

Resilience and Long-Term Success

- Change and disruption are constant challenges
- Bouncing-back is no longer enough
- Resilience is an outcome of striving for excellence

“Resilience isn't just bouncing back to a prior state after a disruption, it is being ready and able to adapt, innovate, and thrive in an ever-changing, dynamic environment”

Changes to the Baldrige Program

- Build on legacy of quality and Performance Excellence
- Shift to an emphasis on resilience and long-term success
- Transform the Baldrige Award process
- Enhance accessibility and user-friendliness
- Expand and enhance our ecosystem

Changes to the Baldrige Award

- Recognize role models of resilience and long-term success
- Enhance and expand recognition opportunities
- Eliminate/lower barriers to participation
- Create a prescreen process to identify potential role models
- Proactively recruit prescreened organizations



Next Steps

- Finalize award criteria and evaluation process
- Finalize coding and testing of online application
- Broad public announcement and kick-off of new process
- Open online application

<https://www.nist.gov/baldrige>

Thank You!

2024

prepare. adapt. innovate. thrive.

something big is coming



Alliance for Performance Excellence Update

The Journey to Performance Excellence Start Here

Home About Us What We Do Members Alliance Programs Library Contact Us

Learn Share Connect

Find Performance IMPROVEMENT HELP NEAR YOU



Margot Hoffman
Vice Chair
Alliance for Performance Excellence

Alliance Updates

- Redefining the Alliance's Identity
 - **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.
 - Exploring/revising **Core Values** & Culture
- Participating in Baldrige Re-Imagined, alongside BPEP's work teams
- Hosted successful Baldrige Fall Conference, inspire!
 - Hosting a 2-hour webinar Jan 23 "Encore!"
- Exploring other strategic changes in 2024



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

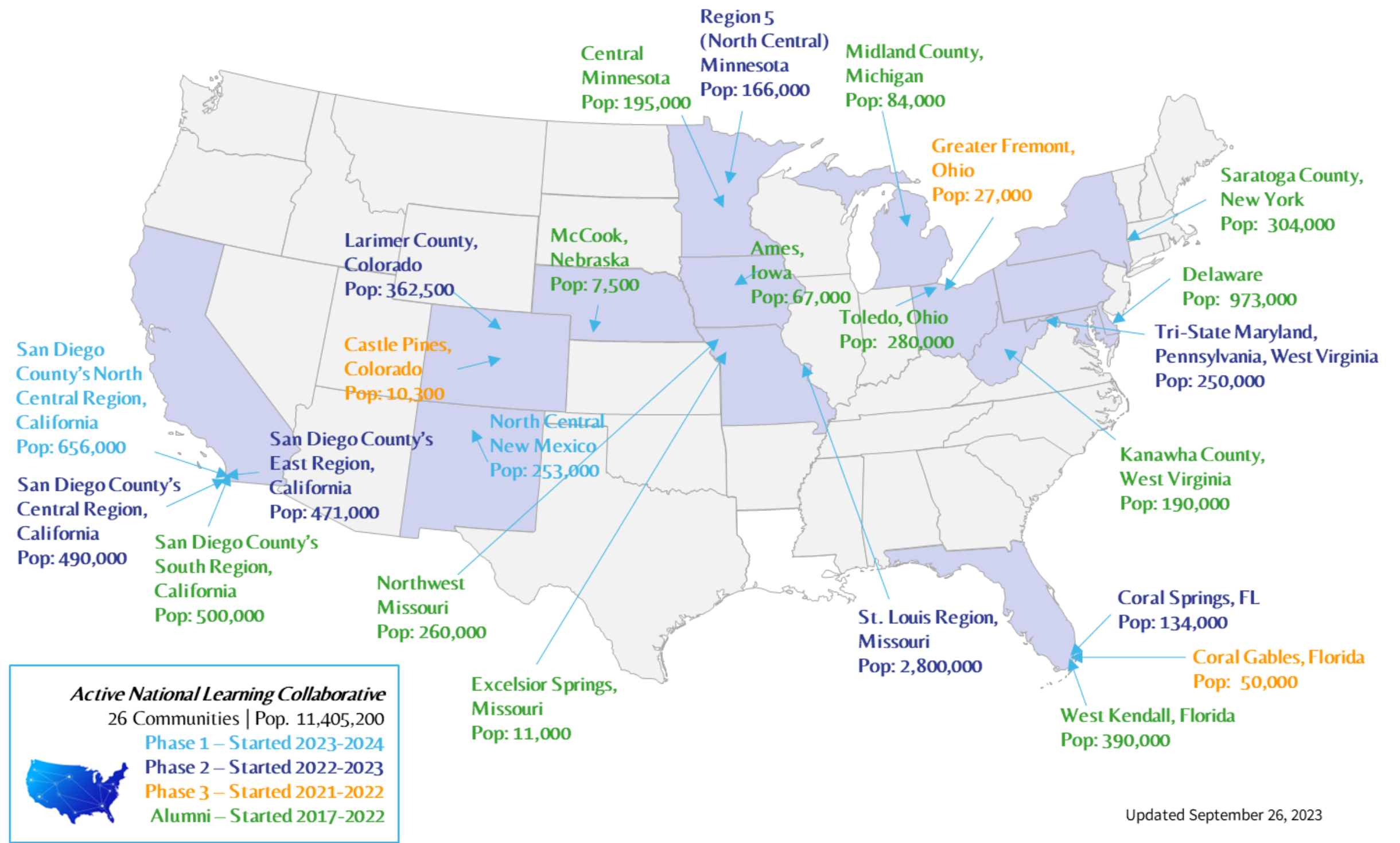
Why We Exist

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.

communities of excellence²⁰²⁶



2023-2024 Communities of Excellence Framework



- Six-month effort with over 100 voices contributing
- Two webinars for further input and exploration of concepts
- Writing Team
- Alignment to Baldrige Framework 2022-2023 Revision
- Equity Task Force – Six national DEIA leaders
- Expert Reviews
- Final Revisions

Available for purchase as booklet or pdf

www.communitiesofexcellence2026.org

Coming soon! Join as an individual, a business or organization, or a community!



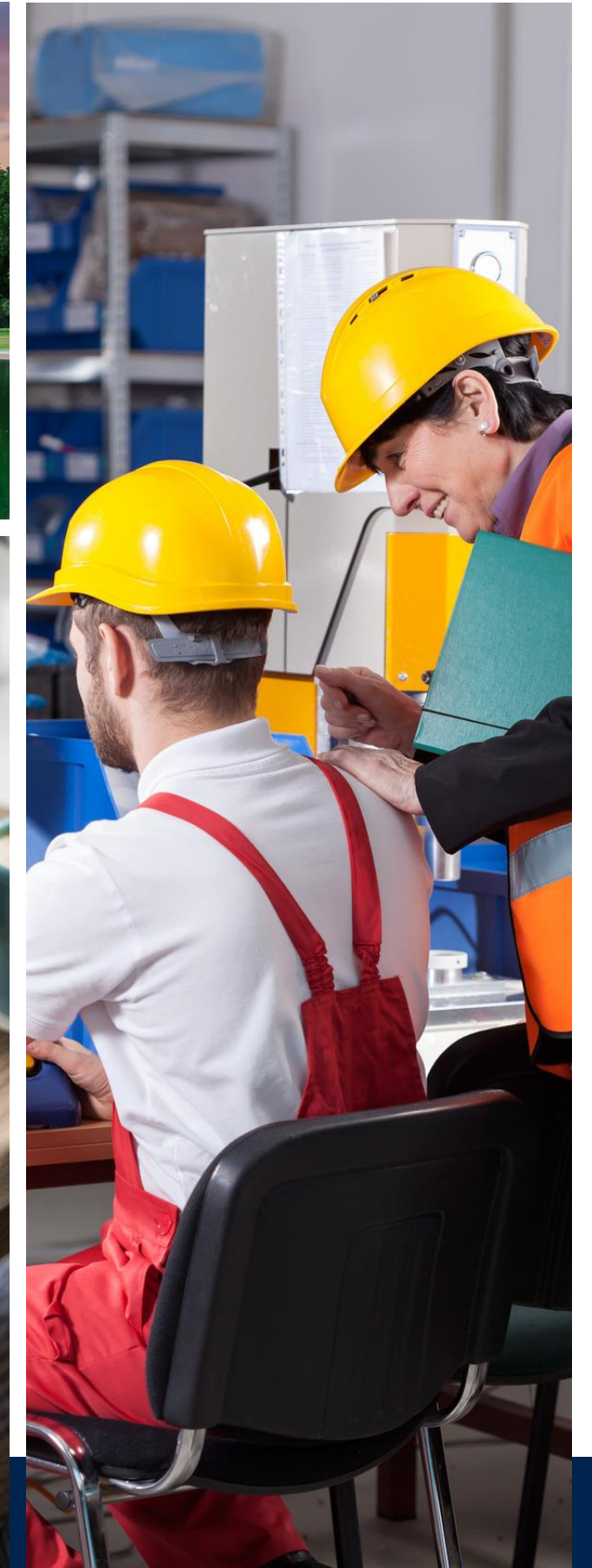
- ✓ Recognition
- ✓ Quarterly Newsletter Subscription
- ✓ Special Discounts
- ✓ Free Access to Unique COE Trainings
- ✓ Free Social Impact Assessments

UPDATE SLIDE

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 operations management courses, such as:

- Logistics and Distribution Management
- Operations Management
- Procurement and Supply Management



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



Mac Baldrige Society
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