

**Talking Points and Testimonials:
*How Baldrige is Building an Even Better Future . . .***

1. **The Baldrige framework creates a roadmap to success and sustainability.**

Use of the Baldrige framework (the Criteria for Performance Excellence) leads organizations to identify industry best practices, and the related Baldrige Award spotlights role-model U.S. organizations. Guided by feedback provided by expert examiners, organizations using the Baldrige framework improve and align processes, measurement, analysis, and strategic planning, further leading to better decision making, stronger leadership, and greater organizational alignment and success. The Baldrige framework benefits any organization whether it is starting a journey toward performance excellence or fine-tuning its current improvement efforts.

The Baldrige framework is uniquely different than any other framework for organizational excellence and management. It encompasses nonprescriptive criteria that relate to any organization in any sector, a systems approach, national stature, a strong reputation, and a flexible framework that works with other approaches.

**Testimonials:**

* “I honestly in my heart believe that because we participated in the Baldrige Program and because it gave us that consistent feedback, there are people who are alive today who wouldn’t have been had we not been so committed to the Baldrige process. . . . The Baldrige process has helped us in patient safety specifically by allowing us to have a process to identify areas where we can improve, make improvements, evaluate if those improvements have been successful, and then make changes and implement them.” **Rulon Stacey, president, Poudre Valley Health System (Colorado)**
* “Our primary goal in applying for the Baldrige Award was to learn from an objective and highly respected source how we could build on our successful business processes and results.” **John J. McGinty, vice president, Customer Development Group, Nestlé Purina PetCare Company (Missouri)**
* “Baldrige is the key to winning results and world-class excellence. . . . The Baldrige Criteria helped turn our vision into reality.” **Ken Schiller, co-owner, K&N Management (Texas)**
* “The Baldrige Criteria challenged us to become leaders by any measure, and we succeeded, seeing productivity, customer loyalty, employee engagement, and financial returns.” **Sam Liang, CEO and president, MEDRAD, Inc. (Pennsylvania)**
* “The [Baldrige] process benefits our clients. Our improvements have strengthened relationships with our clients and allow us to deliver better service and value.” **Robert Pence, president and CEO, Freese and Nichols, Inc. (Texas)**
* “The Baldrige Criteria and our unwavering commitment to quality, satisfaction, and continuous improvement have helped us toward our vision to be an organization of excellence, every person, every time.” **Gary Meyer, president and CEO, Schneck Medical Center (Indiana)**
1. **The Baldrige framework helps organizations compete and succeed in tough economic times.**

The Baldrige framework helps organizations focus on what’s important, identify gaps, and sustain improvements. In tough economic times, use of the framework has helped organizations compete and succeed, turning difficult situations around. The Baldrige framework also helps organizations identify their blind spots and strategically plan for future challenges and key changes. For example,

* Nestlé Purina PetCare Company **increased its revenue over the 7 years** leading up to its Baldrige Award despite marginal growth in the U.S. pet population during the same period.
* Freese and Nichols Inc. has seen **annual revenue growth of 12% to 16% for 4 years**, despite minimal growth in the engineering industry.

**Testimonials:**

* “Our agility and flexibility during these times is due in great part to the guidance of the Baldrige Criteria and the invaluable feedback from the examiners. . . . The Baldrige Criteria helped us standardize many of our processes and identify areas of efficiency through the collection and management of data. Measures such as these are imperative during tough economic times.” **Dr. Bruce Kintz, president and CEO, Concordia Publishing House (Missouri)**
* “The economic environment is difficult for Cargill Corn Milling, as it is difficult for many manufacturing companies today. But . . . by utilizing the processes and tools that we’ve learned from Baldrige, we’re able to not only meet these challenges but actually excel in them.” **Alan Willets, president and business unit leader, Cargill Corn Milling (Iowa)**
* “There is no question that our adherence to the Baldrige performance criteria has made us a much more efficient university, and helped us weather repeated cuts in state aid without affecting educational quality. The Baldrige framework, as deployed at UW-Stout, also led to a number of important innovations. . . . We are not alone. Since its inception, the Baldrige Criteria have helped thousands of organizations become more efficient, productive, and innovative.” [**Charles W. Sorensen, chancellor, and Julie Furst-Bowe, provost**](http://host.madison.com/search/?l=50&sd=desc&s=start_time&f=html&byline=CHARLES%20W.%20SORENSEN%20and%20JULIE%20FURST-BOWE%20%7C%20UW-Sout%20chancellor%20and%20provost)**, University of Wisconsin-Stout (Wisconsin)**
* “The efforts we’ve made and the money we’ve spent [on Baldrige] have been returned at least ten times over through our competitive advantages, employee morale, and benefits to our stakeholders.” **Bill Enloe, CEO, Los Alamos National Bank (New Mexico)**
* “The application feedback helps us prioritize scarce resources on the highest leverage areas for improvement. And Baldrige involvement increased employee buy-in, providing terrific professional development and personal learning and achievement opportunities.” **Roger B. Quayle, executive vice president, Quality and Technology, OMI, Inc. (Colorado)**
1. **The Baldrige framework improves organizational performance for *every* sector of the U.S. economy.**

**Examples:**

* Health care organizations are using the [Baldrige framework](http://www.nist.gov/baldrige/publications/hc_criteria.cfm) to get results. The proof? A [Thomson Reuter’s study](http://www.nist.gov/baldrige/baldrige-102511.cfm) showed that Baldrige health care organizations outperform their peers. [Becker’s Hospital Review](http://www.beckershospitalreview.com/lists/100-great-hospitals.html) considers winning the Baldrige Award as one criterion to be among the 100 best hospitals in the nation.
* Baldrige award-winning manufacturers have seen a 48% rise in revenue through 2010, far exceeding their competitors.
* Service organizations are aligning their efforts and therefore increasing profits and stature by using the Criteria as a guide. An example is [K&N Management](http://www.baldrige.nist.gov/PDF_files/2010_K%26N_Management_Profile.pdf).
* Education organizations are using the Education Criteria for Performance Excellence to focus on student outcomes by going beyond simply measuring student success to helping students learn. An example is [Montgomery County Public Schools](http://www.baldrige.nist.gov/PDF_files/2010_MCPS_Profile.pdf).
* Nonprofit organizations are using the Criteria to keep agile and flexible as their industries shift and maintaining resources becomes critical. An example is [Concordia Publishing House](http://www.nist.gov/baldrige/award_recipients/concordia_profile.cfm).
* Small businesses are using the Criteria to strengthen customer relationships and ensure better service and value. An example is [Freese & Nichols Inc.](http://www.baldrige.nist.gov/PDF_files/2010_Freese_and_Nichols_Profile.pdf)

**Testimonials:**

* “Baldrige [is] THE way for our very good health system to get even better. . . . For those considering the Baldrige framework, I want to testify to the magnitude of results you can achieve. It was the use of the Baldrige framework that had boosted our ability to deliver better care to our patients.” **Nancy Schlichting, CEO, Henry Ford Health System (Michigan)**
* “MidwayUSA has always been a great business. But if you want sustainability in an organization, and you want to go from ‘great’ to ‘really, really great,’ you’ve got to have some kind of a model . . . and Baldrige is that model! . . . MidwayUSA has benefitted tremendously from the Baldrige Criteria: Our sales are up over 20 percent per year over the last five years. Our profits are up over 40 percent per year for that same time. Customer satisfaction at 93 percent is at an all-time high. Employee satisfaction at 82 percent is at an all-time high also. All the winds are blowing in the right direction at MidwayUSA and it’s all because of our efforts in engaging the Baldrige Criteria.” **Larry Potterfield, CEO, MidwayUSA (Missouri)**
* “As soon as you become a Baldrige organization, it will cost you less to run your business, and your outcomes will be better.” **Rulon Stacey, president, Poudre Valley Health System (Colorado)**
* “The veteran is the benefactor of what we provide for our clinical trials, and I think that the Baldrige Program actually enabled us to transform the organization from being good to a great organization, one that is very high performing.” **Mike Sather, director, VA Cooperative Studies Program Clinical Research Pharmacy Coordinating Center (New Mexico)**
* “In 2001, the Institute of Medicine made an urgent call for fundamental change to close the quality gap in the American health care system. We believe that the Baldrige Program helps provide answers to this challenge. . . . I am delighted by the growing interest of the American Hospital Association, the Institute for Healthcare Improvement, and hospitals and health systems throughout the country that are embracing the Baldrige Criteria as a framework to bring excellence to our industry. It makes good business sense, and more important, it’s the right thing to do for our patients.” **Frank J. Sardone, president/CEO, Bronson Methodist Hospital (Michigan)**
* “The Baldrige Award application process has provided our company with many learning and continuous improvement opportunities, making Pro-Tec better for the endeavor. Over the past 10 years we have created systems and improved business processes that have enhanced our ability to deliver value to our customers and provide sustainability to our associates, suppliers, parent companies, and the community.” **W. Paul Worstell, former president, PRO-TEC Coating Company (Ohio)**
* “Clearly the Criteria, discipline, and focus that underlie the Baldrige process have been key contributors to our daily improvements. The feedback we received from our state and national site visits has been instrumental in providing a clear road map for the journey.” **Michael Murphy, CEO, Sharp HealthCare (California)**
* “People ask, ‘Why Baldrige?’ My answer is very simple: Triple A bond rating on Wall Street from all three rating agencies, bringing capital projects in on time and within budget, a 96 percent business satisfaction rating, a 94 percent resident satisfaction rating, an overall quality rating of 95 percent, and an employee satisfaction rating of 97 percent … that’s why we’re involved with Baldrige.” **Michael Levinson, city manager, City of Coral Springs (Florida)**
* “For us, Baldrige has provided the best consulting services we’ve ever received and the least expensive. Over the four years that we applied, we received more than 200 pages of feedback from highly trained, experienced, and professional Examiners, who spent literally hundreds of hours with our application and on-site visits. . . . To sum up, Baldrige is the best way to get better faster.” **Sister Mary Jean Ryan, FSM, president/CEO, SSM Health Care (Illinois, Missouri, Oklahoma, and Wisconsin)**
* “The Baldrige Criteria were developed and are regularly updated by some of the nation’s brightest business professionals and therefore provide a solid foundation for any organization in the public or private sector to achieve success.” **Gerardo Melendez, director, U.S. Army ARDEC (New Jersey)**
* “The biggest challenge any organization has today is sustaining high performance and I really believe the Baldrige model focuses attention on all aspects of the business and forces you to continually re-assess and re-evaluate everything that you’re doing.” **Ken Schnitzer, chairman, Park Place Lexus (Texas)**
* “[Adopting the Criteria] is the single biggest business strategy that we could have employed, that we have employed. And, it’s clearly had the biggest financial payback of anything we’ve ever done.” **Larry Schoenecker, executive vice president, BI (Minnesota)**
* “Our Baldrige journey began 15 years ago, when the first Baldrige Awards were announced. Performance Excellence has since become the blueprint for exceeding the expectations of our customers, shareholders and employees. We attribute much of MEDRAD’s success to the Baldrige process.” **John P. Friel, president and CEO, MEDRAD, Inc. (Pennsylvania)**
* “It amazes me that U.S. businesses spend so much money on ‘how to’ books and coursework to teach leaders how to build successful organizations. My recommendation: implement the Baldrige-based Criteria into your business. No other single document can help build a long-term successful organization.” **Jerry R. Rose, former president, Sunny Fresh Foods (Minnesota)**
1. **Baldrige encourages best-practice sharing across industries.**

For example,

* Baldrige Award winner K&N Management has shared its story with organizations representing an approximate total of over half a million employees and $51 billion in annual revenue. As of spring 2012, K&N Management presented at 34 speaking engagements in 15 states and 21 cities, including Puerto Rico; has had 24 organizations attend learning sessions at its corporate headquarters, including 57 Korean executives who brought along their own interpreters; has hosted groups benchmarking its best practices and learning more about the Baldrige Criteria from a variety of industries, including restaurants, hospitals, salons, HR organizations, construction, municipalities, churches, and more, varying in size from small business to the Fortune 500.
* Baldrige Award winner Milliken & Company estimates that it has hosted 10,000 companies that visited to benchmark best practices. Many other Baldrige Award winners host similar sharing days and other visits.
* Every year since 1989, Baldrige winners at the national level have gathered at the Quest for Excellence Conference to share how they have improved performance and results in leadership; strategic planning; customer focus; measurement, analysis, and knowledge management; workforce focus; and process management. Similar conferences occur regionally and locally across the United States.
* The [Baldrige Executive Fellows Program](http://www.nist.gov/baldrige/fellows/index.cfm) brings together C-suite executives from all industries to study the Criteria in-depth from a leadership perspective and to offer guidance to each other in tackling opportunities at their own organizations.

**Testimonials:**

* “From its inception, the Malcolm Baldrige Award was implemented to recognize excellence. The basic precepts of listening and learning from others . . . integrating and deploying what we have learned, has never been more important as it is in today’s corporate America. It is our hope that others will embrace the Baldrige Criteria as a responsible way to lead their organizations.” **Charles D. Stokes, president, North Mississippi Medical Center (Alabama, Mississippi)**
* “Baldrige [offers] the only education Criteria that actually [enable a school system] to compare itself against other organizations . . . that show you what world-class looks like. . . . When we improve, children are successful.” **Terry Holliday, former superintendent, Iredell-Statesville Schools (North Carolina)**
* “We recognize the awesome honor and myriad responsibilities that accompany the [Malcolm Baldrige National Quality Award]. . . . Jenks staff members look forward to providing contributions on many fronts, and we will be specifically focused on sharing our quality practices with other school districts as we all strive to help lead our country toward a world-class education system.” **Kirby A. Lehman, superintendent, Jenks Public Schools (Oklahoma)**
* We applied for the Award, not with the idea of winning, but with the goal of receiving the evaluation of the Baldrige Examiners. That evaluation was comprehensive, professional, and insightful. It reinforced where we were strong and provided valuable information on areas where we could improve––making it perhaps the most cost-effective, value-added business consultation available anywhere in the world today. And the fundamental values we hold within our own organization––which are constant respect for people and uncompromising integrity in everything we do––were reflected in every experience we had with the Baldrige Examiners.” **Bob Barnett, former president, Motorola Commercial, Government & Industrial Solutions Sector (CGISS; Illinois)**
1. **The Baldrige Enterprise is supported by a network of state and sector programs that can assist organizations on their performance excellence journey.**

The Baldrige framework is used by organizations covering nearly all U.S. states, as well as by sector-specific programs, such as the American Health Care Association/National Center for Assisted Living National Quality Award Program. Many of the programs have tiered entry points that allow organizations to tailor their improvement strategies, whether they are a Fortune 500 company, a small business, a school district, a health care facility, a government agency, or another type of organization.

State and sector Baldrige-based programs are organized as [the Alliance for Performance Excellence](http://www.nist.gov/nist-exit-script.cfm?url=http://www.baldrigepe.org/alliance), a nonprofit national network. The Alliance aims to enhance the success and sustainability of member Baldrige-based programs and to offer pathways for organizations to pursue improvement strategies and measure their performance. Many state programs have been operating for more than 20 years.

Alliance members contribute more than $30 million per year to performance improvement by assisting organizations on their journeys to excellence. Studies show that investing in quality and performance excellence pays off in increased productivity, satisfied employees and customers, and improved results for both customers and stakeholders.

1. **The Baldrige Criteria are used globally as a world-class framework.**
* The Baldrige Criteria are recognized globally as a premier excellence framework, and the Baldrige Performance Excellence Program is a member of the Global Excellence Model (GEM) Council, which also includes Australia, Europe, India, Japan, Brazil, Mexico, Spain, and Singapore.
* Approximately 80 international quality/performance excellence awards either use the Baldrige Criteria or a derivative of it, representing the Criteria as validated management practices around the world. Some of these countries/awards are Indonesia, Sri Lanka, the Philippines, Thailand, Sweden, New Zealand, and Hong Kong. Some countries that use a derivative of the Criteria are Egypt, China, Mongolia, India, Nepal, Vietnam, Iceland, Ireland, Brazil, Argentina, and Chile.
* Many other international organizations such as the Japan Quality Award and Ukrainian Association for Quality translate the Criteria for use by their own countries’ organizations.

**Sources:**

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* [Regional sharing conferences](http://www.nist.gov/baldrige/regionals/index.cfm)
* [Alliance for Performance Excellence](http://www.baldrigepe.org/alliance/) to find a best-practice sharing conference in a state or for a particular sector
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