



Winning the Race from Good to Great



Glenn William Bodinson
Founder and CEO
BaldrigeCoach®

Good enough never is. Transforming an organization from good to great is not easy. If it were easy, every organization would be excellent and, as we know, few are.

Having worked with over 300 organizations, it is clear to me that there is one predictor of how likely or quickly an organization will make the transition from good to great - the quality of its leadership.

Initially, the transformation must be lead by the senior leaders. They are the only people in the organization with a whole system perspective, positional power, and the resource control needed to determine the strategy and action plans.

What determines how great an organization will become is how well its leadership creates a culture of excellence, makes effective use of assessments, and executes improvement action plans.

Creating a Culture of Excellence

Senior leaders must step forward and acknowledge that the organization is good, but not great - and that good is not good enough! Creating and sustaining a culture of excellence is all about the willingness to take individual ownership of problems and opportunities. Leaders also create an environment that supports innovation and individual success.

Begin with the end in mind - what results do you want? Then align your goals, processes, performance standards and people to accomplish them. When clear goals are combined with consistent measurements and aligned behaviors, results start to come. Communicating long-term objectives means your people don't have to guess the direction of the organization in the future.

Effective Use of Assessments

Why assess your organization's processes and results using the Baldrige Criteria for Performance Excellence? Just like an annual physical examination can reveal silent killers like high cholesterol or high blood pressure, the assessment can reveal hidden factors that are killing your organization's performance.

The Criteria are based on world-class practices, and they provide a framework for driving Performance Excellence through the organization. Applying for Baldrige and State Awards is optional - improvement is not.

A Baldrige-based assessment reveals how well your systems currently operate so you can focus your attention on the areas that offer the greatest opportunities for improvement.

The BaldrigeCoach Performance Excellence Assessment is based on best practices that are proven to drive improved performance in Baldrige recipients.

Have a cross section of your organization take the assessment, summarize the results, and create action plans to drive improvement. Although at first it may seem that the answers to the assessment questions are common knowledge to all, you will find that there is often a wide range of perception and understanding within the organization. If you would like an electronic copy of the Performance Excellence Assessment or a healthcare version contact Glenn at the number below.

Executing Improvement Action Plans

After the assessment, it is the leaders' job to help set priorities for improvement and create needed action plans to close gaps identified in the assessment. When setting priorities, it is recommended that you start with the actions that will have a high impact and are easier to do. These early wins will generate enthusiasm for the next round of action plans.

Another role of the senior leaders is to review progress on action plans at major milestones to help keep the project on track. Once the action plan is completed, review what was accomplished, lessons learned, and recognize the team for their involvement.

People want to do their best. The root causes of problems are most likely at the system level not at the people level. Remember your systems are perfectly designed for the results you are getting. And leadership has the power and the responsibility to change the systems.

In this economic downturn wise leaders are eliminating waste to stabilize their business and investing in best practices to take advantage of future marketplace opportunities. Take the Performance Excellence Assessment and help your organization win the race from good to great.

(SEE ASSOCIATED ASSESSMENT ON THE NEXT PAGE)

*Glenn Bodinson is the CEO and founder of BaldrigeCoach. For more about our services see www.BaldrigeCoach.com or contact him at Glenn@Baldrige-Coach.com or 972-489-5430. **Fourteen companies that have received the Baldrige Award and twenty four that have earned state awards in twelve states call him 'coach'... and now you can too!***



Performance Excellence Assessment

	Rarely	Sometimes	Often	Consistently	Always
1. Major decisions are guided by a clear vision and a set of values that describe what we want our organization to be and how to get there.					
2. Each employee knows what the vision, values, and top objective are for the organization.					
3. Each employee knows what the vision, values, top objectives, and goals are for the organization, their department and their processes.					
4. Accountability for achieving our goals and getting results is clear at each level within the organization.					
5. Through their behavior, our senior leaders serve as role models in reinforcing the values and achieving performance excellence.					
6. We have a long-term plan that addresses new technology, sustainability, and the expectations of all of our stakeholders.					
7. There is clear agreement among our leaders about what the top priorities are to accomplish our goals, objectives and vision.					
8. Leaders at all levels have the necessary leadership skills and technical knowledge to accomplish our goals, objectives and vision.					
9. Our relationships with our customers build trust, loyalty, repeat business, and positive referrals.					
10. We measure, analyze, segment, compare, and take action to improve customer, financial, operational, and ethical performance.					
11. Our staff has easy access to the information and equipment that they need to do their jobs safely and efficiently.					
12. We design our product and service by integrating the characteristics that contribute the most value to our customers.					
13. We have an effective system for error prevention and recovery from mistakes with our customers.					
14. We systematically simplify work and processes to provide fast and agile responses to our customers' needs.					
15. We have established work systems and a climate that fully engage, develop, empower, and satisfy our workforce.					
16. Sufficient resources, training, support, time, and facilitation are provided to make innovation and improvement projects successful.					
17. Progress in achieving improvement goals is systematically analyzed, reviewed, and healthy feedback and coaching are appropriately provided.					
18. Improvement opportunities are successfully implemented and sustained over time					
19. Planned continuous improvement (versus fire fighting) is the norm within our organization.					
20. Accomplishments are celebrated, recognized, and/or rewarded.					