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“Enhancing the Growth and Sustainability of Baldrige Focused Programs”
www.baldrigepe.org
Hello fellow state/local program directors and Alliance board:

As you all know, this September we conducted a productive, healthy, successful – yet intense – 2-day Alliance “Summit” in Scottsdale, AZ. Thank you for hosting, Karen Shepard and the Arizona Quality Alliance. And thank you to the Summit planning team (Darcy Davidsmeyer, IL; Liz Menzer, WI; Karen Shepard, AZ; and Wayne Foraker, University of Phoenix and Alliance board member) – your diligent planning and excellent execution created an environment for sharing, productive discussion, and consensus building. Many attendees commented that it was the most productive Alliance meeting we’ve ever had. Finally, thank you to the 35 participants who invested their time and resources to commute and participate in this important discussion. We had 26 programs represented (that’s over 80% of the Alliance). I sincerely appreciate the investment you all made in the Alliance and in shaping our role in the emerging Baldrige Enterprise.

Materials/notes from the sessions are now available on the Alliance website (in the Annual Meeting, 2012 Sub-Folder). But I wanted to offer a few observations, key messages, and key decisions that came out of the Summit (these were shared in an earlier email update from me right after the Summit, but I’ve modified them slightly, and some of you may have missed that communication).

First, we all learned that change is hard. We positioned the full two days as an exercise in managing change, because that’s indeed the circumstance we’re facing. Ten months ago, BPEP – our biggest, most important partner – lost 90% of its funding. Clearly, BPEP now needs to create a new business model to sustain its important work, and it would be foolish to think that those changes do not affect the Alliance and our individual state/local programs. Therefore, we collectively have opted to be a proactive partner in helping to create a model that not only sustains the mission of Baldrige and all of our programs, but hopefully expands it.

As I shared in Scottsdale, my personal goal in this quest is that ALL parts of the Enterprise benefit from these changes. But I think it is also foolish to think that these changes will not require sacrifices of all of us. We are in the middle of a massive change effort, attempting to find convergence, consensus, and increased collective impact. There will be sacrifices we all need to make – some programs more than others. There will be decisions that are not unanimously embraced. But one of the absolutes that I declared during my introductory remarks is that in this evolving Baldrige Enterprise, we must all give; we must all get. We started that discovery process in earnest during our meetings in the Valley of the Sun!

I want to again thank Wayne Foraker for inviting Alicia Mandel, VP of OD at the Apollo Group (parent of the University of Phoenix). Alicia did an incredible job delivering a two-hour module on change (her slides are in the Alliance library at that link above). She gave us a common language, a common platform to understand and process the changes we all face. And she gave us several key insights to remember – some of them have already been practiced and tested the last four weeks:

1) Change is hard because of how our brains are wired. Generally, humans resist change because of self-preservation: it’s our instinct to resist new things. But we must break the natural impulse to “feel-then-act” and instead train ourselves to “feel-think-act.” The first step is self-awareness, and then self-regulation. As individuals, we can only control how we respond to things – as Maya Angelou said: “You may not control all of the events that happen to you, but you can decide not to be reduced to them.” We generally did well in Arizona (and in the weeks following), but there were
Message from the Chairman

– and still are – times when people reacted impulsively, instinctively to resist change. You can’t control the things that happen to you; you can only control how you react to them.

2) Change involves a cycle of renewal – from truth telling (understanding the new truth) to sacrifice (understanding what you might need to give up or change in the new truth) to innovation (finding a new way given the new truth) to intentionality (hardwiring the changes so that you don’t snap back to old ways – staying the course). In Arizona (as well as the months leading up to Arizona and the weeks following), we did a lot of “truth telling” – trying to understand how things are shifting and what needs to change, so that we can each better understand what sacrifices we can live with and what are the “ absolutes” that cannot be sacrificed. One of the best phrases Alicia recited, I believe first stated by Daniel Goleman (the gentleman that coined the concepts of Emotional Intelligence and EQ) was: “Release with dignity that which is no longer vibrant” – honor it because it got you to where you are, but then release it and move on. A major reason why 75% of change efforts fail is the failure to release the past – the things that no longer work or are no longer “truths.” We must agree to move on as a group to find a better collective way; there is simply no going back. The need to sell Criteria is one such example: it is truth, it is happening, and we need to embrace that change and move on.

3) “Make the covert, overt” and “assume positive intent.” We did a lot of that in Arizona as well. There were many elephants released in the room – many fears were raised, and many issues of distrust surfaced. What I’m proud of is that, generally, we handled them with dignity, respect, and civility. The issues surrounding the Collaborative Assessment resurfaced; we discussed and addressed them (and thank you again, Bob Fangmeyer, representing our partner in BPEP for hearing us out). Issues surrounding how we design and – perhaps more importantly deliver – examiner training surfaced; we discussed and addressed them – though much more work needs to be done here. Issues relating to charging states for Criteria copies for “internal use” surfaced; we discussed and addressed them – and in the subsequent weeks, have arrived at a more workable solution for state/local programs (see my email update October 30 and the article later in this newsletter). In order to move from truth telling through sacrifice into a new future state that we all can embrace, we have to raise these issues, discuss them, and find a way to collectively move forward. Part of this requires “assuming positive intent”: our partners are not out to get us. We have a role in creating the new design; we need to voice our concerns, frustrations, and requirements. But then we need to embrace the changes as they emerge so that we can move on.

4) We did make some key decisions and made some progress on some key issues. For one, we agreed on a set of standards for our top tier awards. The Award Process Task Force has taken our guidance and is creating an actual set of standards (to which soon will have a chance to react and embrace). We generated a list of preliminary requirements/needs/ absolutes for examiner training. While that discussion is in earlier stages, the Task Force has our collective voice to carry into its design work, and we will get a chance to respond to versions of design (and proposed delivery models) once they are ready to share/iterate. And we identified some preliminary requirements – and some outstanding, creative ideas – for raising sponsorship dollars. So for each of the three topic areas we offered in the agenda, I think we made considerable progress. But there is much more to come – on these three areas, and many behind them.

All in all, I think our work in Arizona was successful. We rolled up our sleeves and made progress on designing parts of the Baldrige Enterprise. I also think we made progress on building relationships and trust among ourselves and with our partner in BPEP. And we addressed many change issues head on, which I believe sets us up for productive discussions as a group in the future. We must trust each other, and we must continue to assume positive intent. As Abe Lincoln once said: “If you trust, you will be disappointed occasionally, but if you mistrust, you will be miserable all the time.” We’re all in this effort together, and I think we made some major progress at moving our part of the Enterprise – of our new future reality – forward. Thank you all for your time, contributions, and support.

Brian Lassiter
Chair, Alliance for Performance Excellence (Minnesota)

“Enhancing the Growth and Sustainability of Baldrige Focused Programs”

www.baldrigepe.org
Arizona Quality Alliance Welcomed National and International Leaders in Performance Excellence

During the last week in September, 2012, the Valley of the Sun hosted special guests from Thailand and New Zealand as well as visitors from across the United States— all here for the Baldrige Regional Conference and additional events. The Conference, put on by the Baldrige Performance Excellence Program and hosted by Arizona Quality Alliance, was held on September 28, 2012 at the Doubletree Resort by Hilton Paradise Valley in Scottsdale, Arizona, and featured Malcolm Baldrige National Quality Award recipients sharing their journeys in performance excellence.

Approximately 250 were in attendance. Preceding the Conference, the groups from New Zealand and Thailand met with local Quality leaders from companies and organizations throughout the Valley to explore best practices, knowledge and expertise in relation to productivity and innovation. The Alliance for Performance Excellence also held their Summit on Strategic Discussions September 26-27, before the Conference.

The New Zealand group, part of the Performance Excellence Study Awards (PESA) program, is a joint government/business initiative to foster the use of performance excellence criteria by New Zealand organizations. Since its formation, PESA has adopted the Malcolm Baldrige National Quality Award (MBNQA) criteria. Part of the NZ PESA program is an annual visit to study U.S. Baldrige and State award recipients with the aim of sharing knowledge and ideas. The FTPI (Thailand Productivity Institute) also makes an annual journey to visit and study several state award recipient organizations, and this year they have selected Arizona. They worked directly with the Arizona Quality Alliance and the award recipients of their Governor’s and Pioneer Awards for Quality along with Showcase in Excellence Award recipients to learn about specific process improvement methodologies that have helped their organizations achieve success.

“I’ve been proud to host so many individuals and organizations with a passion for quality, process improvement and excellence,” stated Karen Shepard, executive director of the Arizona Quality Alliance.

From left: Opening Plenary Session of the Conference; Karen Shepard, AQA Executive Director, delivers opening remarks as event host; Rose Glenn, Henry Ford Health System (Michigan), presents “Engaging the Workforce Through Communication and Innovation.”
Here is a snapshot of conference-related events!

**Alliance for Performance Excellence Strategic Summit, September 26-27**

From left: Brian Lassiter, Alliance President & Director of The Performance Excellence Network (MN, ND & SD); Representatives of the Michigan, Missouri & Indiana State Programs (Greg Gruska, Raina Knox & Al Fabor) were recognized for having Baldrige National Quality Award recipients from their states; Bob Fangmeyer, Deputy Director of the Baldrige Performance Excellence Program (BPEP), reviews notes made by Alliance members; Alliance state director members and Alliance board members Denise Shields (CA), Paul Kuchuris (AME), Dick Eppig (MA) and Donn Fisher (MSQPC) discuss award tier levels & examiner training.

From left: Julia Gabaldon (NM), Carol Knight-Wallace (WA) and LaWanda Burwell (MD); Darcy Davidsmeyer (IL), Chair of the Summit Planning Team, discusses issues with Katie Rawls (TN), Alliance Vice Chair; Many thanks to Liz Menzer who facilitated two of the sessions for the Alliance Summit meeting and was truly "special" as noted by the hotel as "Guest of the Day!"; Thanks also goes to Karen Shepard, Arizona Quality Alliance, and Wayne Foraker, University of Phoenix, for their hospitality and work in hosting the Alliance Summit meeting and the Baldrige Regional Conference. Karen and Wayne are seen working on the Alliance Treasure Hunt - Blimey!

**University of Phoenix’s Regional Conference Reception, September 27**

From left: The Director of the FTPI (Thailand Productivity Institute) and another attendee during the benchmarking tour of University of Phoenix (UPOX); UOPX President Bill Pepicello welcomes guests to the reception; the UOPX team; Amanda Freeman and Wayne Foraker; attendees on a tour of UOPX’s “Classroom of the Future.”
Alliance members will receive **free copies** of the Criteria for Performance Excellence as follows. Free printed copies are for **internal or promotional use**; free electronic files are for **internal use only**. (“Internal use” means use in support of training and award processes—i.e., for use by staff, examiners, and judges.)

- A total of 2,400 free printed copies of the Criteria booklets will be distributed among Alliance members by Alliance leadership. Members may use these copies for internal or external use.

- A free unlocked PDF of each version of the Criteria (watermarked “For examiner use only”) will be given to each Alliance member for internal use.
  - The PDFs will be for staff, examiners’, and judges’ individual use, not for redistribution (a terms-of-use document will be included).
  - The PDFs can be e-mailed to examiners as long as they agree not to redistribute.
  - A link to the PDF may be sent to examiners, as long as the Criteria are not saved on a publicly available Web site.
  - The PDFs can be printed and a hard copy sent to examiners as long as they agree not to redistribute.
  - Users will be able to manipulate and print the content for personal use.
  - Distribution of the PDFs to non-examiners and non-judges is prohibited.

- **For the public**, the price of a hard copy is $25; the price of a downloadable PDF is $10. Volume discounts are available.

- **For Alliance members**, additional printed and electronic copies of the Criteria may be purchased at a 20% discount from the Baldrige Web site starting in late 2012.

- Alliance members may sell copies of the national program’s printed Criteria booklets for $25. Alliance members may keep the $5/copy difference as a new source of revenue.

- To create their own versions of the Criteria booklets, Alliance members must purchase the set of three InDesign files from the national Baldrige Program for $2,000. Members cannot sell “their” printed booklets for less than $25 per copy. Members may distribute free printed copies of their booklets to examiners, judges, and staff for internal use and up to 60 additional copies for internal promotion. After these members have covered the costs of the InDesign files, any graphic design fees, and any printing costs, they will be expected to send the Baldrige national program $5 for each copy of the Criteria they sell. Alliance members cannot sell electronic, including PDF, versions produced from the InDesign file.

**Note:** Unauthorized use of the trademarks and service marks in the Criteria is prohibited in the United States. Outside of the United States, the U.S. Department of Commerce holds the copyright.

**Why is Cost Recovery So Important?**
Before the loss of all federal funding in FY2012, the national Baldrige Performance Excellence Program received federal appropriations that allowed it to develop and distribute the Criteria for Performance Excellence free of charge. Now, the Baldrige Program’s sustainability depends on recovering the costs of producing the Criteria, running the national award program, and covering other program expenses.

**About the Criteria**
For 25 years, the Baldrige Criteria for Performance Excellence have helped thousands of organizations understand performance management from a systems perspective, providing a roadmap to improve an entire organization or simply one unit or one area or one process. Anyone interested in improving quality, saving lives, reducing defects, and helping children learn will find that the Criteria framework provides a focus on continuous improvement that drives efficiencies and innovation.
With each revision, the Criteria reflect the validated, leading-edge management practices used by successful organizations in the United States and globally based on reviews of business literature, economic studies, and corporate lessons learned. The Criteria are also reviewed by experts in the business, manufacturing, service, government, health care, nonprofit, and education industries to ensure that they reflect the prevailing wisdom to guide any organization and to provide that organization with a tool with which it can measure itself. With their acceptance nationally and internationally as the model for performance excellence, the Criteria represent a common language for sharing best practices among organizations.

The 2013–2014 Criteria, available in late 2012, are no different. This latest iteration focuses on the business, health care, nonprofit, and education environment today with renewed focus on:

- Innovation management and strategic opportunities
- Social media
- Operational effectiveness
- Work systems and core competencies

**Alliance for Performance Excellence**

**Upcoming Dates**

**Leadership Committee Meeting**................................. 2nd Thursday of every month, 3-5:00 PM Central Time  
(November 7 & December 13, 2012; January 10, February 14, March 14, May 9 & June 13, 2013)

**Yearly Board Meetings** .................................................. January 18 (Phoenix or Las Vegas), April (Quest), July (call), September (Regional Conference)

**Marketing Committee**

*Submitted by Joe Muzikowski*

The Baldrige Transition Marketing Committee has assumed overall marketing and communication responsibilities for the Baldrige Enterprise. The Committee is focusing on leveraging existing resources to provide tools and communications on developments in the Enterprise. In addition to representation by ASQ and BPEP, Alliance members on the Committee are Katie Rawls (Chair), Kim Griffiths, Kay Kendall and Joe Muzikowski. Recent developments include:

- Publishing one-page flyers devoted to achievements of Award recipients in specific sectors. We’ve completed the health care and manufacturing versions, and one focused on small business is under development. The flyers are intended for website posting and for paper distribution at conferences and meetings. We are looking to add content for future versions using input from state, local and regional award recipients as well, so please send any information you’d like included to one of the Committee members.

- Earlier this year, the Alliance and the Baldrige program entered into a collaboration agreement with The Alternative Board (TAB), a facilitated network of small business owners. The objective of the collaboration is to help TAB facilitators understand and use Baldrige principles with their small business clients, with the result of having more of these organizations participate in the Baldrige process. Shortly after we began working with the TAB staff earlier this year, there was a complete turnover in personnel. However, we recently reconnected with new TAB representatives and over the coming months we will be working at both the national and local levels to connect more small businesses with Enterprise programs.
When it comes to your improvement journey, no matter what your needs or interests, the free Baldrige Resource Library (BRL), has something that can help. As you would expect, the Library includes hundreds of articles and references pertaining to each of the seven categories of the Baldrige criteria. But the extent of its capabilities extends well beyond that.

Applicants at all levels and stages can find useful guidance, whether they are looking for how to get started in using the Baldrige criteria, tips for writing an application or ways to effectively interpret and use their feedback report.

In addition, the Library contains numerous other articles, links and references including:

- Over 400 articles and references relating to various improvement tools and methodologies, including Lean, Six Sigma and PDCA.
- Hundreds of relevant articles for educators, both in K-12 as well as higher education.
- A broad range of articles for health care professionals, both in the hospital setting, as well as in individual practice, nursing homes, and hospices.
- Dozens of articles and references in industries and sectors as varied as manufacturing, transportation, retail, finance, food service and public administration.

The Library has easy search capabilities, either by industry, subject area or keywords, and the articles can be sorted by relevance. Its content is expanding constantly. Users also can contribute to the library by uploading articles of their own or links to other relevant sites. A one-time, registration will open up this stockpile of valuable information. Visit the BRL at http://www.baldrigepe.org/brl/main.aspx to see how this free resource can be of value to your organization.

Click here to access the Baldrige Resource Library

Baldrige in Education Online Curriculum

Reminder: Take Advantage of the (FREE) Baldrige in Education eLearning Program

The Baldrige in Education eLearning Program is a web-based resource for educators that introduces users to the Baldrige Education Criteria for Performance Excellence. This self-paced curriculum will help education organizations improve performance and achieve sustainable results.

This online self-paced curriculum consists of nine brief modules—each about 15 minutes in length—and includes videos, articles and other best practice examples from K-12 and Higher Education Baldrige Award recipients.

The eLearning Program was developed to advance the awareness, knowledge, and understanding of Baldrige for the education community. It has been generously funded by the Baldrige Performance Excellence Program through the National Institute of Standards and Technology.

Click here to get started or go to www.BaldrigeEducation.org.

Questions? Call Laurie Emerson at 802-655-1910. Enjoy the curriculum, share it with others, and be sure to encourage users to actively participate their local Performance Excellence Program!
With the conclusion of site visits and evaluations for our Performance Excellence Program, we are now in the final stages of our annual award cycle. In mid-December, the recipients of our Governor’s and Pioneer awards and Showcase in Excellence awards will be notified, and we will celebrate their achievements at our awards banquet on February 5, 2013.

We shared in the last issue about the success of our AQA/Intel Mentoring and Planning Services (MAPS) program and Intel’s desire to expand this program into other states using Arizona as a model. Well, we are pleased to announce that the program expansion has begun! There are currently two projects underway in Austin, Texas through the mayor’s office, as well as a new program started in Albuquerque through Quality New Mexico. Intel is also currently exploring administrative partnerships in California in the towns of Folsom and Santa Clara, where they have plants. We are excited about these developments and will continue working closely with Intel to support the MAPS expansion.

Finally, we are pleased to have hosted one of the Baldrige Regional Conferences this year in Scottsdale, AZ. We felt the conference, the summit and the events scheduled for the Thailand and New Zealand visitors went very well. Many thanks to all of our volunteers and to everyone who helped make the event a success!

**Rocky Mountain Performance Excellence (RMPEx)**

*Submitted by Jeanne Brown*

**Rocky Mountain Performance Excellence Announces Seven 2012 Award Recipients**

Rocky Mountain Performance Excellence (RMPEx), formerly Colorado Performance Excellence (CPEx), has completed its annual examination cycle, which resulted in seven 2012 award recipients. RMPEx is the Baldrige program in Colorado, Montana, and Wyoming. RMPEx/CPEx has been helping organizations on the journey to performance excellence for over 10 years.

This year’s award recipients at the Foothills level are Colorado Army National Guard, Donor Alliance, Littleton Adventist Hospital, and Sky Ridge Medical Center. These four organizations have been evaluated and have demonstrated systematic and mature approaches in many areas of their business.

RTD FasTracks Program is being awarded at the Timberline level; a Foothills recipient in 2011. This organization demonstrated systematic and mature approaches, effective deployment, process learning, and process integration.

Two organizations are Peak recipients; the RMPEx level which is based upon the Baldrige National Quality Award, the presidential award for performance excellence. Denver Health, a Timberline recipient in 2009, is now a Peak Award recipient. Poudre Valley Health System is a three-time recipient of the Peak Award, achieving this honor in 2004, 2008 (when they also received the Malcolm Baldrige National Quality Award), and now in 2012.

In addition to the award recipients, the Holyoke School District is being recognized at the High Plains level for beginning the journey with completion of an organizational profile.

Award recipients will be honored at the 2012 Quest for Excellence conference in Loveland, CO on October 26, 2012. This half-day event provides a rare opportunity to learn from the pro’s who have led large-scale organizational transformation – Colorado’s top executives and recipients of the prestigious Malcolm Baldrige National Quality Award.
The Baldrige Program isn't the only performance excellence program celebrating an anniversary next year. The Tennessee Center for Performance Excellence is busy gearing up for its 20th Anniversary year in 2013. Preparations are well underway for our two-day conference, set for February 19 and 20. Our theme is "Treasuring the Past...Transforming the Future." We're welcoming leaders from 2011 BNQA recipient organizations Henry Ford Health System and Concordia Publishing House to the Volunteer state. And speaking of volunteers, our 200 examiners will help us celebrate the more than 35 organizations that applied for a TNCPE award in 2012. Examiner teams are wrapping up site visits and final feedback reports, and our Panel of Judges will select award levels and determine if we have an Excellence Award winner in mid-November. To learn more about our conference, visit www.tncpe.org/Excellence2013.

A big "Thank You!" to the Florida Sterling Program for sharing its "Baldrige for Beginners" concept with TNCPE at our last conference. We've developed our own program and launched the full-day workshop to great success last month. TNCPE Champion of Excellence recipient Heather Schoch (also a TNCPE and Baldrige Examiner) developed our program and presented to more than two dozen attendees.

We're heading into a very busy time but want to take this opportunity to wish everyone a happy Thanksgiving and holiday season!

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**ASQ**

Submitted by Michael J. Barry, Communications Manager

World Quality Month is here! November is designated as a worldwide celebration of quality—a time to showcase the advancement and valuable quality contributions in businesses, communities and institutions—where collectively the global quality community can raise the voice of quality.

Share your opinion on quality-related issues and compare your response to those of your peers from around the world. Visit www.worldqualitymonth.org to weigh in on the various poll questions and spend a few minutes browsing the calendar to see what worldwide quality events are happening during World Quality Month. The microsite also includes a broad selection of informational resources, including white papers, best practices, case studies, etc.

If you have any questions or would like to contribute content to the microsite, send an email to worldqualitymonth@asq.org.

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**Quiet Excellence**

Submitted by Doug Serrano

The performance excellence consultancy Quiet Excellence, LLC (www.quietexcellence.com) is a Veteran-Owned Small Business focused on Baldrige-based consulting, including helping clients design and implement criteria-based leadership and management systems; strategic planning; and process improvement using Lean/Six Sigma and other tools.

Their consultants are active alumni members of the Baldrige Board of Examiners, judges for the Department of Veteran Affairs Carey Program (an Alliance member), and examiner & application writer trainers for multiple programs and organizations. The company routinely provides articles on Baldrige-related material at state and national conferences. Click here to read their article “Engaging Senior Leadership in using the Baldrige Criteria for Performance Excellence.”