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THE ALLIANCE FOR PERFORMANCE EXCELLENCE NEWSLETTER

THE PREMIER RESOURCE FOR A THRIVING BALDRIGE COMMUNITY

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"Enhancing Our Members' Ability to Grow Baldrige-based Performance Excellence"

www.baldrigepe.org/alliance



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A Message from the Chair of the Board

Liz Menzer, Chair

Alliance for Performance Excellence &
Executive Director of the Wisconsin Center for Performance Excellence

“Enhancing Our Members’ Ability to Grow Baldrige-based Performance Excellence”

www.baldrigepe.org/alliance

Happy Holidays:

As I write this, we are anticipating our first Wisconsin snowfall – and the names of the 2016 Baldrige award recipients. If this year is typical, most – if not all – of the recipients will have worked with an Alliance member program as part of their journey toward excellence.

While at times our work seems unheralded, I always like to think that Alliance members have one of the best jobs in the world. We get to work with some of the best workplaces in our state or region, and with leaders that want the best for their customers, their employees, and our society. We train and support volunteers from all types of jobs, from all levels of experience to assess applicants against world class criteria embraced in the Baldrige framework. I have made friendships and professional connections that have enriched my life and advanced my career—and suspect most of you have as well.

I want to extend special gratitude to the Alliance executive team - Brian Lassiter (MN), Geri Markley (MI), and Anne Warner (NH). They log many hours on behalf of our organization, and are so invested in our collective success. Thanks also to the Alliance Leadership Team – in addition to Brian, Geri, and Anne, Katie Rawls (TN), Dean Bondhus (KY) and Karen Shepard (SWAE) keep us connected to members, organized and on track.

Watch for information about the 2017 Baldrige Framework (business/nonprofit edition available in mid-December and education and healthcare following close behind). You will recall we are now using a booklet distribution formula based on membership dues. Members in good standing paying \$500 in annual dues will receive 1 share, and members paying \$1000 in annual dues will receive 2 shares.

A quick recap of a few of the MANY things are still moving within the Alliance:

☐ The Alliance will host a 2017 Fall conference coordinated by Arizona and Minnesota. We need to be ALL IN on this conference, and urge our applicants, examiners, and prospects to attend. Karen and Brian are working hard to make this a “travel worthy” event, and WE are essential to its success. This fall conference will replace the Baldrige Regional Conferences.

☐ The Alliance is exploring a partnership with the Accreditation Council for Business Schools and Programs (ACBSP) to potentially develop a next level beyond accreditation for US business schools. The partnership is still under development, but likely would leverage the processes already within state/regional programs, bringing additional volume to each of our member programs. We hope to have the foundation of the partnership by next year's Quest.

☐ Alliance Baldrige Express will be available for resell to our customers nationwide in the first quarter of 2017. I realize folks are anxious to get rolling – we are hard at work to make this a reality! We've got a few surveys under our belt and have worked out some of the kinks.

Message from the Chair of the Board (continues)

- We also continue to make terrific progress on ManageHub, a product that serves small business and could serve as a feeder to our Award/assessment products. The Board is also using ManageHub for Alliance work.
- A Judging Consistency task force led by Mike Belter and Geri Markley has been collecting your feedback in an effort to establish consistent Judging processes by Alliance Member programs. We felt this was a logical “next step” to follow the implementation of the Standards for Top Level Awards.
- We continue to partner with BPEP to create an integrated examiner training curriculum, which will bring consistency in how we train examiners nationwide. A national pilot was completed last May, and several states are using the curriculum to train examiners this year.
- We have strengthened our collaboration with the Baldrige Foundation, partnering on their efforts to restore federal funding to BPEP (and to state/local programs). Al and team are strategizing ways to connect with the new Trump administration. Perhaps they will look toward Baldrige as a way to “make American great again!” Thank you in advance for your prompt response to requests for information about our programs, our applicants and our impact!

We are looking for some additional bench strength, particularly in the area of member relations. Dean Bondhus would be eager to talk with you about how you can use your talents to help us better serve our members!

Helping organizations improve is a great service, and our communities and states are better because of the work you do in your own program, as part of the Alliance, and in conjunction with the national Baldrige program. We appreciate you!

Sincerely,

Liz Menzer

Alliance News

Updates from the Alliance Board of Directors



Brian Lassiter —President & CEO,
Performance Excellence Network

Baldrige Regional Conference—Chicago 2016

*Donn Fisher, Gary Nesteby, Katie Rawls,
and Sue Weatter*

*Hamburger University in Chicago for the
Baldrige Regional Conference,
September 8, 2016*



News Update: past Baldrige Fellow and Alliance Board Member, **Wayne Foraker**, is now working as a consultant/contractor with Northern Trust in Chicago, Illinois. Wayne's main focus is to help employees with process mapping their global Human Resources Functions. The goal is to streamline work flows as the company expands operations in Europe, the Middle East, Africa, Hong Kong, Manila, and India. Wayne is teaching them how to do this using the Baldrige Framework as a basis for building a culture of continuous improvement.

communities of excellence 2026

Update submitted by Stephanie Norling

Alliance Members,

I would like to give you all an update on the [Communities of Excellence 2026 Learning Collaborative](#) that was briefly mentioned in the last quarterly newsletter. As you may recall, we were exploring the feasibility of a 10-15 national community collaborative focused on implementation of the [Communities of Excellence Framework](#). At last month's COE 2026 Board Meeting we agreed to proceed and are now in the planning phases.

The title of the Collaborative will be – **Pursuing Community Performance Excellence – A National Collaborative of Communities**

While some of the details of the collaborative are still in development, it will incorporate the activities and lessons learned from our two pilot communities: Northwest Missouri and San Diego County as well as the insights from our many focus groups. Some of the offerings being considered are:

- Regular Webinars designed to guide the community through development of their leadership team and framework implementation.
- Designated COE expert to support your community work.
- Monthly facilitated support calls and an online communications platform to provide opportunities for collaboration and information sharing between communities.
- Expert feedback from one-two community assessments to help identify and prioritize improvement opportunities.
- Opportunities to share and learn from best practices, successes and challenges.

The final proposal for the collaborative will be presented to the COE 2026 Board in December with official announcements being made by the end of the year. Our goal is to launch the collaborative at the 2017 Quest for Excellence Conference in April. The fee to participate in this collaborative will be \$20,000 per community per year. We are only asking for a commitment of one year at a time.

Once the details regarding the collaborative are finalized, we will be pleased to offer a webinar presentation **ONLY** for Alliance members so that you can receive all the information and have the opportunity to ask questions. This webinar is tentatively scheduled for **Friday January 7th at 9:00 am PT/12:00 pm ET**.

Thank you for your time, and I hope that we can become partners in this effort to bring performance excellence to our nation's communities. Please feel free to reach out to me individually with any questions.

Stephanie Norling

snorling@communitiesofexcellence2026.org

Four U.S. Organizations Receive Nation's Highest Honor for Performance Excellence

November 17, 2016

2016 Baldrige Award to Small Businesses and Health Care Providers

Washington—U.S. Commerce Secretary Penny Pritzker today named four organizations as the 2016 recipients of the Malcolm Baldrige National Quality Award, the nation's highest Presidential honor for sustainable excellence through visionary leadership, organizational alignment, systemic improvement and innovation. This year's recipients—two small businesses and two healthcare providers—represent four states, including the first awardee from Idaho; and feature four distinctly different operations, including the first winner ever from the long-term care and rehabilitation field and the first awardee from the textile industry since 1989.



The 2016 Baldrige Award recipients—listed with their category—are:

Don Chalmers Ford (<https://www.nist.gov/baldrige/don-chalmers-ford>), Rio Rancho, New Mexico (small business)

Momentum Group (<https://www.nist.gov/baldrige/momentum-group>), Irvine, California (small business)

Kindred Nursing and Rehabilitation Center—Mountain Valley (<https://www.nist.gov/baldrige/kindred-nursing-and-rehabilitation-center-mountain-valley>), Kellogg, Idaho (health care)

Memorial Hermann Sugar Land Hospital (<https://www.nist.gov/baldrige/memorial-hermann-sugar-land-hospital>) Sugar Land, Texas (health care)

“This year’s honorees are trailblazers in innovation, small business, health care and sustainable textiles. Their visionary leadership is helping to power the economy and increase our ability to compete globally,” said Secretary Pritzker. “The Commerce Department proudly supports these four outstanding organizations for their unwavering commitment to performance excellence and their dedication to always reaching higher.”

[Continue reading...](#)

Seeking Comments on the Baldrige Cybersecurity Excellence Builder Self-Assessment Tool

Baldrige Customer Service
baldrige@nist.gov

The [Baldrige Performance Excellence Program](#) invites the Baldrige community to provide comments on the draft [Baldrige Cybersecurity Excellence Builder](#), a self-assessment tool to help organizations better understand the effectiveness of their cybersecurity risk management efforts. The program also encourages the sharing of the Baldrige Cybersecurity Excellence Builder with your key stakeholders for their review and comments. Comments on the draft will be accepted until Thursday, Dec. 15, 2016, and [feedback can be submitted online](#).

The Baldrige Cybersecurity Excellence Builder blends the best of two globally recognized and widely used National Institute for Standards and Technology (NIST) resources: the organizational performance evaluation strategies from the [Baldrige Excellence Framework](#) and its Criteria and the risk management mechanisms of the NIST [Cybersecurity Framework](#).

Like the Cybersecurity Framework, the Baldrige Cybersecurity Excellence Builder is not a “one-size-fits-all” tool for dealing with cybersecurity risks. It is adaptable to meet an organization’s specific needs, goals, capabilities, and environments.

The Builder guides users through a process that details their organization’s distinctive characteristics and strategic situations related to cybersecurity. Then, a series of questions helps define the organization’s current approaches to cybersecurity in the areas of leadership, strategy, customers, workforce, and operations, as well as the results achieved with them.

An assessment rubric lets users determine their organization’s cybersecurity maturity level—classified as “reactive,” “early,” “mature,” or “role model”—against each of the key questions. The completed evaluation can then lead to an action plan to upgrade cybersecurity practices and management, implement those improvements, and measure the progress and effectiveness of the process. Designed to be a key part of an organization’s continuous improvement efforts, the Builder should be used periodically to maintain the highest possible level of cybersecurity readiness.

What will happen to all of the input on the Baldrige Cybersecurity Excellence Builder?

1. As themes for revision emerge, the program will reconcile conflicting recommendations and develop the next version.
2. The program will invite experts to review the next version.
3. Using this input, the program will produce the first edition of the Baldrige Cybersecurity Excellence Builder.
4. The program will make the Baldrige Cybersecurity Excellence Builder available to the public for use.

Thank you in advance for your willingness to help us by commenting on the draft version of the [Baldrige Cybersecurity Excellence Builder](#). The program looks forward to receiving your suggestions and comments by **Thursday, Dec. 15, 2016**, via [online submission](#), or you may email your comments to baldrigecybersecurity@nist.gov.

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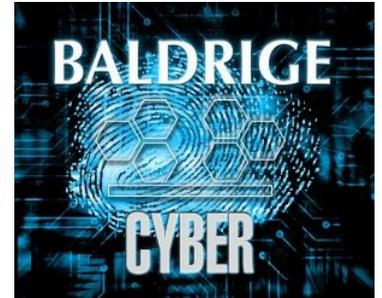
the official Baldrige blog



Cyber Security Risk Management: What Should We Be Talking About

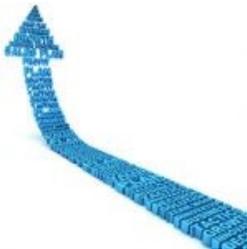
Posted by Dawn Marie Bailey

Disrupting, destroying, or threatening the delivery of an organization’s essential services—no matter what industry they are in—can be mitigated by chief information officers following six steps—among them elements that are in complete alignment with the ... [Continue reading](#)



Someplace Between Your Past and Your Future

Posted by Dawn Marie Bailey



In a recent Hospitals and Health Networks article, Dan Beckham writes, You can’t figure out where you’re headed unless you first determine where you are. And where you are is someplace between your past and ... [Continue reading](#)

The Jobs of the Future: How Can We Help?

Posted by Dawn Marie Bailey

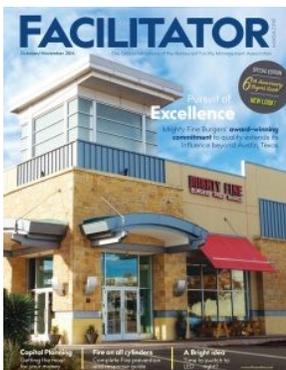
The Baldrige Program was created to help manufacturers be more competitive, and it has endorsed Manufacturing day for years, doing what it can to help connect Baldrige community members, especially schools, with manufacturers and to promote...

[Continue reading](#)



How a National Role Model in Restaurant Management Makes “Impact Globally”

Posted by Christine Schaefer



Baldrige Award-winning K&N Management—developer of the Mighty Fine Burgers, Fries and Shakes fast-casual restaurant brand based in Austin, Texas—is featured in the cover story of the October/November 2016 issue of Facilitator, a trade publication for members of ... [Continue reading](#)

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the official Baldrige blog



A Systems Perspective to Leadership and Strategy

Posted By Harry Hertz, The Baldrige Cheermudgeon

I recently read [a summary of an interview with Wharton Professors Harbir Singh and Mike Useem](#). The interview relates to their new book, *The strategic leaders roadmap*. In the book they contend that successful senior executives must be capable of integrating strategic thinking with strong leadership skills.

Leaders who adopt the [Baldrige excellence framework](#) have already successfully addressed this integrative need because of the questions in the Leadership and Strategy categories of the Baldrige criteria. Indeed, the key considerations that Singh and Useem outline are contained in item 1.1 on Senior Leadership and item 2.1 on Strategy Development and are systemically interrelated in the criteria.



Here are the *key points* I gleaned from the interview and how they relate to the relevant Baldrige criteria:

- * *Leaders must inspire the workforce, and must also deliver strategic inspiration and discipline:* The Baldrige criteria (item 1.1) ask how senior leaders create a focus on action that will achieve innovation and intelligent risk taking, and attain the organization's vision. Item 2.1 asks how the organization seeks out potential blind spots in its strategy to avoid a senior leader's bias or potential lack of realization that there is a changing external or competitive environment. Such bias may cause a disciplined approach to a poor strategy.
- * *Leaders may be good at strategic thinking, but thin on making things happen, driving strategy and change through the organization:* This is the very reason that starting with the [Baldrige excellence builder](#), the criteria ask (item 1.1) how senior leaders set an overall focus on action and, in specific, in item 2.1 ask about the ability to execute the strategic plan and to achieve transformational change.
- * *Leaders must realize that execution is not just about the workforce following orders, but that it is about creating and enhancing the value proposition to the client and getting ideas from the entire workforce:* In item 1.1, customers and the workforce receive significant attention. At the *Excellence builder* level the criteria ask: "How do senior leaders communicate with and engage the entire workforce and key customers?" In the more detailed Baldrige criteria there are questions about senior leaders' two-way communication with the workforce, and their actions to reinforce a customer focus, foster customer engagement, and create customer value.
- * *Leaders must balance quarterly results with setting the tone of an ethical climate and a policy of integrity first:* Here too, item 1.1 of the Baldrige criteria sends a clear message by asking how senior leaders' actions demonstrate their commitment to ethical behavior and how they promote an organizational environment that requires it.
- * *Leaders must create agility and adaptability in the organization:* Item 2.1 specifically asks how the strategic planning process addresses the potential need for organizational agility and operational flexibility.

While I have given some very specific examples from the Baldrige criteria, these are just examples. The systems perspective of Baldrige means these topics are addressed at appropriate places throughout all seven categories of the criteria to cause linkages wherever valuable.

Professors Singh and Useem summarize their treatise by saying that senior leaders must be **strategic in thought** and **lead well**. I would assert that you can simply operationalize this unified concept (and more) by following the advice given in items 1.1 and 2.1 of the Baldrige criteria. And in the process, gain a systems perspective of all that is important in leadership and strategy.

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the official Baldrige blog



[Ten Blogs about Leadership \(and the Baldrige Excellence Framework\)](#)

Posted by [Christine Schaefer](#)



Baldrige staff bloggers are busy this season! We are finalizing the 2017-2018 Baldrige Excellence Framework, the 2017 Examiner Application, the 2017 Baldrige Award Application Forms (online), communications for the forthcoming Baldrige Award recipients, feedback reports for the 2016 ... [Continue reading](#)

Dr. Katherine Gottlieb speaking at the 2015 Harry S. Hertz Leadership Award ceremony

[Ten Blogs about Innovation \(and the Baldrige Excellence Framework\)](#)

Posted by [Christine Schaefer](#)

Given that managing for innovation is a core concept and value of the Baldrige Excellence Framework, today I've aggregated ten of the most popular blogs Baldrige staff members have written in recent years about this concept. Following is ...

[Continue reading →](#)



[Ten Blogs about Customer Engagement \(and the Baldrige Excellence Framework\)](#)

Posted by [Christine Schaefer](#)

Customer-focused excellence is one of the 11 core concepts and values of the Baldrige Excellence Framework (which includes the Criteria for Performance Excellence). What's more, "Customer Engagement" is the title and focus of a section (item 3.2) of the Baldrige Criteria ... [Continue reading →](#)



2017 Louisiana Performance Conference

March 13 & 14, 2017

New Orleans, LA

For more conference information visit <http://www.LouisianaQuality.org/>

Enjoy New Orleans, Food, Music and Culture



Free Things to Do in New Orleans from the National Geographic

<http://travel.nationalgeographic.com/travel/city-guides/free-new-orleans-traveler/>

Conference Theme: The Leadership Role in the Design of the Organization that Gets Results

Day 1: Monday, March 13, 2017

Session 1: 9:00am – 10:00am High-performing leadership and communications systems

Session 2: 10:15am – 11:30am Show Ne the Money: Profit and Workforce engagement

Keynote Lunch: 11:15 – 1:00pm

Keynote Speaker and Instructor for Organization Design Workshop:

Dr. John Latham is an organization architect with over 35 years' experience working in and with commercial, non-profit, and government organizations around the world. He is the founder of Organization Design Studio™ Ltd., a digital media, education, and design firm focused on helping leaders, entrepreneurs, and the consultants who help them, create the organizations they really want. He has published scientific and technical papers on leading transformation and the design of organizations and systems in several journals including INNOVATION and Quality Management Journal. John served as a judge/examiner for several, organization excellence award programs. He served as a judge for the Colorado Performance Excellence Award, the Robert W. Carey VA Healthcare Award, and the Army Communities of Excellence Award. He served as an examiner for the Malcolm Baldrige National Quality Award for nine years.



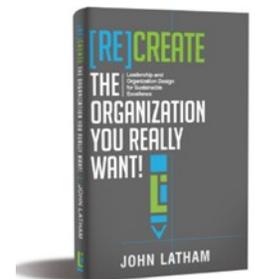
His latest book is titled [Re]Create the Organization You Really Want! Leadership and Organization Design for Sustainable Excellence. <https://OrganizationDesignStudio.com/book-recreate/>

Session 3: 1:00pm – 2:00pm Baldrige in the Hotel and Restaurant service business

Session 4: 2:15pm – 4:00pm What are the DESIGN steps for a Baldrige organization?

Day 2: Tuesday, March 14, 2017 Mini-Workshop: Organization Design for Leaders

8:30am – 11:30am: John Latham will lead participants through his Organization Design model



Note: Please check the website for update details, which are subject to change <http://www.LouisianaQuality.org/>

Contact Gordon Payne if interested in learning more at jgpayne@uno.edu



Partners in Performance Excellence Holds Successful “Charting the Path to Excellence Conference”

A recent conference hosted by PiPEX received high accolades from its more than 100 attendees, who came away inspired to test new ideas in their own journey to performance excellence.

“[Charting the Path to Excellence](#)” was held at Bryant University in Smithfield, Rhode Island, and included presenters from an array of industries, many of whom are Malcolm Baldrige National Quality Award winners. From healthcare and nonprofit to service and educational organizations, their stories sparked ideas and featured new concepts.

Dr. Glenn Crotty of Charleston Area Medical Center kicked off the day with an opening keynote presenting on “Transforming Care Together.” The Charter School of San Diego’s Jackie Robertson and Wade Aschbrenner proved that “Listening to Your Customers Really Does Improve Results.” Dr. James Partin and Emily Padula of Hill Country Memorial shared their performance-climbing strategies in “Achieving Remarkable Results the Baldrige Way.” Carla Wolfe of Elevations Credit Union presented “Moving from Tribal Knowledge to a Process Culture” tapping into the knowledge of just a few people to engage the entire workforce in transforming the organization with its process-shared culture. “Change How You Think About Millennials In The Workplace” revealed insights and success stories in employee retention as presented by Allyson Young at K & N Management, an Austin-TX-based restaurant chain.

The midday keynote speaker, Dr. Harry Hertz, director emeritus of the Baldrige program, shared “Senior Leadership Excellence: The Foundation for Transformational Change and Social Responsibility.” Allison Carter of PricewaterhouseCoopers Public Sector presented new ways to “Transform Your Talent” in employee development. In “Building Effective Customer Relationships,” Mid-America Transplant’s Linda Martin described their customer-focused improvements. Kay Kendall closed the conference with her fascinating look at “Baldrige Award Winning Leadership and Employee Engagement.”

The audience “came away with a lot of ideas, and I want to learn more to improve our company” and were inspired by what they heard. Feedback also indicates that it was an “excellent conference with great topics - hope to employ these ideas at our organization.”

2015 Award Winners and Examiners Recognized

The Silver Award for Performance Excellence was presented to the Orange Regional Medical Center of Middletown, New York. The Award for Process Excellence was bestowed upon Raytheon Integrated Defense Systems (IDS), Material Verification and Test Department. [Learn more about awards.](#)

A warm thank you was extended to examiners Paul Allen, Janice Bernzott, Craig Coldwell, Teresa Creedon, Lisa Duda, Michelle Eddy Ackermann, Patrick Heraty, Phillip Kirsulis, Sam Kornreich, Vicki Linscott, Katrina McCarthy, Rick Methe, Michele Moloney, Tom Pasakarnis, Jennifer Sessler, and Melissa Silva for their time and energy in participating in the assessments. [Learn more about being an examiner.](#)

Join the mailing list for updates on next year’s conference by contacting marta@partnerspex.org. Partners in Performance Excellence (PiPEX) provides organizations across Massachusetts, New York, Connecticut, and Rhode Island with assessments and feedback to catalyze improvement. For additional information, please contact marta@partnerspex.org or visit <http://partnerspex.org>.

Rocky Mountain Performance Excellence

Submitted by Jim Walker, Managing Director



Mark your calendars for the first of a series of teleconferences to discuss the use of the Scorebook Navigator examiner software. The first call is scheduled for Tuesday, January 10, at 2 PM MST. These calls will be open to users of the software and to those interested in learning more about it. Issues that have been observed by users and suggestions for improvements will be addressed. Contact Jim Walker, manageingdirector@mpex.org for call-in information.

As you plan for or consider providing software for your examiners, here are few things about the Scorebook Navigator that you may not know:

- your organizational logo will appear on all Scorebook Navigator screens;
- the Baldrige Excellence Builder is offered as one of the criteria references when setting up an examination team
- if you are considering offering applications based on the new Baldrige Cybersecurity Excellence Builder, it can also be made available as a criteria option
- 2017 versions of the Baldrige Framework criteria will be available as criteria options shortly after they are released
- training materials are available for review at <http://mpex.org/products-services/scorebook-navigator-support/>

Quality Texas Foundation

Submitted by Dr. Mac McGuire, CEO

This maybe a wakeup call for all the State Alliance Programs as this job has been for me. I assumed the role of the CEO on October 1, 2014 when we had some difficulties. Now Texas has always had a robust program but many surveys later I have learned that is it not all about Baldrige but it is about customer service. I know several other state programs have discovered this first hand and it may not be new. I just wanted to share my learnings after a couple of years as the CEO in Texas. The three major components of a sound state program rests on the following in my humble opinion.

First, it is all about relationship and relationship building with the organization and with people. Alliance Programs, and dare I even say the national program must focus on building relationships deep into the organization well past just the CEO or C “suite”. Organizations, and more importantly, the people inside the organizations want and desire continuous improvement. They also desire sound, strong and caring relationships. All volunteer programs need to offer customers what they want in differing products and services but that rings hollow without strong relationships.

Second, survey the customers. We found in Texas that customers wanted other topics covered in training over and beyond just Baldrige. They asked for leadership, strategic planning, workforce development, and teambuilding topics. Gone is the time when Baldrige only is going to provide a lasting legacy for our Alliance programs.

Lastly, our state programs need to be focused on getting help and assistance for all our applicants. We must want them to excel at every level in our program. Not to give away something easily, but to be supportive of the journey and celebrate each measure of success in our conferences and in other ways by having contributing Board members from those organizations.

We are in the process of completing a Baldrige application. We may never submit to the national program because of the cost and the fact that we have only two full time employees. But as we often say, it is not about winning some award, it is about the journey. We are on the journey in Texas that we so often suggest for others. I promise an adventure. Would you go with us!



Announcing the Award Recipients of the SWAE 2016 Performance Excellence Program

On December 1, 2016, Southwest Alliance for Excellence (SWAE) announced the six award recipients of the 2016 Performance Excellence Program.

The Performance Excellence Program recognizes organizations for excellence in quality and performance. The program – modeled after the Malcolm Baldrige Award criteria – provides not only an opportunity for recognition, but also valuable feedback on where an organization is positioned on the quality continuum.

Congratulations to our 2016 Performance Excellence Award Recipients:

Commitment Award:

Bristol Global Mobility, Phoenix, AZ



Montevista Hospital, Las Vegas, NV



Phoenix Convention Center, Phoenix, AZ



Scottsdale Medical Imaging, Scottsdale, AZ



Yuma Regional Medical Center, Yuma, AZ



Achievement Award:

Nathan Adelson Hospice, Las Vegas, NV



“SWAE is proud to continue empowering organizations to pursue performance excellence, improve outcomes and contribute to the economic strength of their community and state. We are proud to continue over two decades of the Performance Excellence Award Program, one of the best methodologies available to develop a higher level of organizational performance.”

-- Karen Shepard, Executive Director of the Southwest Alliance for Excellence

How the Nashville Airport uses Baldrige to keep travelers happy

Pleasing airline passengers isn't an easy task, but the Metro Nashville Airport Authority (MNA) has made traveler happiness its core competency, and the organization is seeing results.

Responsible for Nashville International Airport's facilities, MNA named its core competency the "Nashville Airport Experience" (NAE). This fundamental component of the strategic plan helped MNA earn the highest honor from the Tennessee Center for Performance Excellence in 2012 (the TNCPE Excellence Award).

How does it work? NAE is an integrated culture of customer service that affects every traveler passing through. It is deployed by airport personnel from maintenance, to food service, to security.

"It's crucial to walk in the customer's shoes," says Walt Matwijec, assistant vice president of continuous improvement. "When you're out and about, always be thinking, What is the customer's perspective? How is the Wifi? How comfortable are the seats at the gate?"

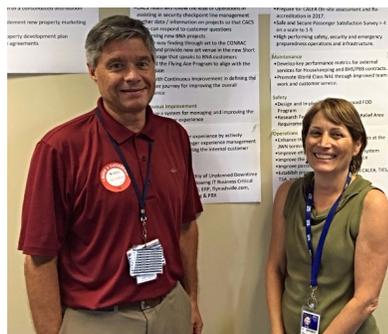
MNA breaks down the experience into four processes: Monitoring (how are we doing?), Service Recovery (how can we help a dissatisfied customer?), Performance Validation (did service recovery work?), and Understanding and Enhancing the Experience (how can we engage the customer for the future?).

It's all part of a comprehensive plan for customer listening.

Lisa Lankford, project manager for continuous improvement, recounts a time when multiple customers were speaking out on MNA's Facebook page. "Women were upset about the quality of the lactation room we provided," she explains. "We heard their complaints, and our listening resulted in real change. We renovated the room, which resulted in immediate positive feedback."

More MNA Customer Service Best Practices

- Understand what is important to customers.
- Segment your results. MNA's segments go beyond demographics -- it also monitors factors such as how often customers travel.
- Capture satisfaction close to the experience. This allows time to recover if necessary and react quickly.
- Understand the difference between signals and noise. Don't overreact to normal variations in survey data; know when and how to react.
- Customer experience is more than a tactic. It has to be part of organizational culture.
- Understand what factors drive satisfaction, and keep an eye out for new factors. For example, at the airport, if restroom ratings are low, then all ratings will be low. And in the last few years, Wifi accessibility has grown in importance to a positive customer experience.
- Talk to employees and volunteers. They are your ground-level listening posts.
- Always walk in the customer's shoes. Use your own products and services on a regular basis.



Left to right: Walt Matwijec and Lisa Lankford drive organizational excellence at the Metro Nashville Airport Authority.

Links

Tennessee Center for Performance Excellence: <http://www.tncpe.org>

Information about Metro Nashville Airport Authority's performance improvement journey: <https://www.flynashville.com/about/Pages/six-sigma.aspx>

The Partnership for Excellence (Ohio, Indiana & West Virginia)

Submitted by Margot Hoffman, TPE President & CEO

Networking & Learning at TPE's Quest for Success!



Four generations of TPE Executive Directors and TPE Board Chairs

On September 12th & 13th more than 150 participants were inspired with inspirational keynote addresses, participated in 20 best practices sessions and networked with other performance excellence professionals during TPE's annual Quest for Success conference. Past MBNQA recipients from CAMC Health System, Mid-America Transplant and Elevations Credit Union shared stories of their performance excellence journey and their best practices in keynote addresses and breakout sessions. Baldrige Foundation CEO, Al Faber, provided an informational update on the Baldrige enterprise. Members of TPE's 2015 – 2016 Board of Examiners were honored at a recognition breakfast and five of these examiners shared their experiences with conference participants during 5-minute "Examiner Bits" after each general session. A highlight of

the conference was an awards ceremony and dinner recognizing TPE applicants and volunteers. Memorial Hospital and Health Care Center of Jasper, Indiana and Six Disciplines Consulting Services of Findlay, Ohio were recognized with TPE's highest award, the Platinum level Governor's Award for Excellence. We hope you can join us at our 2017 conference on September 11 – 12, 2017 in Columbus, Ohio.



Recognition of 2015-2016 Examiners



Dave Ramsey, CAMC Health System CEO



*Platinum level Governor's Award Recipient
Memorial Hospital & Health Care Center*



*Platinum level Governor's Award Recipient
Six Disciplines Consulting Services*