

Southwest Excellence Quarterly

Winter 2018

Volume 10, Issue 4

Serving Arizona, Nevada & Utah



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Upcoming Events

January 23— Board of Director Meeting

February 6—Performance Excellence Program “Sharing of Best Practices and Awards Luncheon”

February 11—Board of Overseers Meeting

March 27—Board of Director Meeting

Letter from the Chair of the Southwest Alliance for Excellence Board of Directors



Carl F. Herring, III
Quality Assurance
Engineering
Raytheon Missiles
Systems

"I strongly encourage organization leaders to participate in SWAE. I'm confident that it will strengthen their organization's awareness of quality performance, enhance their competitive market position, and bring new insights on how other companies outside their industry are raising the bar on quality."

— **David A. Dexter,**
President & CEO,
Sonora Quest
Laboratories

I hope you all had a profitable year and that you have a wonderful holiday season. This has been an exciting year with new Board members, new products that were provided, and some financial challenges. Thank you for your continued support of SWAE.

I also want to thank Jean Hammelev for thirteen years of support to the SWAE Board. Her leadership and dedication over the years have made the organization stronger and better-suited to serve Arizona, Utah, and Nevada.

SWAE is continuing to build on the improvements implemented in 2018. For example:

- We developed a new capability to provide examiner training at client companies on the Baldrige Criteria.
- We offered the Baldrige 101 tool for companies to begin to evaluate themselves.
- We gained feedback from a cross section of supporting companies that will allow us to enhance our service offerings.

Looking ahead to 2019, SWAE will be testing a bi-monthly best practice "conversation" at a Scottsdale restaurant, the Living Room located at Scottsdale Rd. and Doubletree Ranch Rd. This will be an opportunity for attendees to discuss their successes and lessons learned from their organizations' journey towards excellence. The Annual Banquet will now be a showcase of best practice sharing, in addition to the awards presentations. This will be held on Wednesday, February 6, 2019 at East Valley Institute of Technology in Mesa, AZ between 9:30 am – 2:30 pm. Watch your email or visit the SWAE website to get all the details on these opportunities.

Don't forget to "Like", "Link", or share a SWAE Tweet.

If you have suggestions how SWAE can better serve you or your organization, please send us an email at KShepard@SWAE.org.

Merry Christmas,

Carl F. Herring, III
Chairman of the Board of Directors
Southwest Alliance for Excellence
SWAEChair@SWAE.org



Announcing the Award Recipient of the SWAE 2018 Performance Excellence Program

On November 26, 2018, Southwest Alliance for Excellence (SWAE) announced the award recipient of the 2018 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. Press Release

Congratulations to our 2018 Performance Excellence Pioneer Award Recipient!



YUMA REGIONAL
MEDICAL CENTER

[YRMC podcast on their Baldrige journey](#)



Pioneer Award
for Excellence
2018 Recipient

Congratulations to RE Darling ~ Interest Recognition Award*



*Organization's submitting a Level 1 application are taking the first step on the journey to performance excellence

Announcing the Finalists for 2019 SWAE Leadership Award

The Southwest Alliance for Excellence is proud to announce the finalists for the 2019 Leadership Award! [Click here](#) to read more.



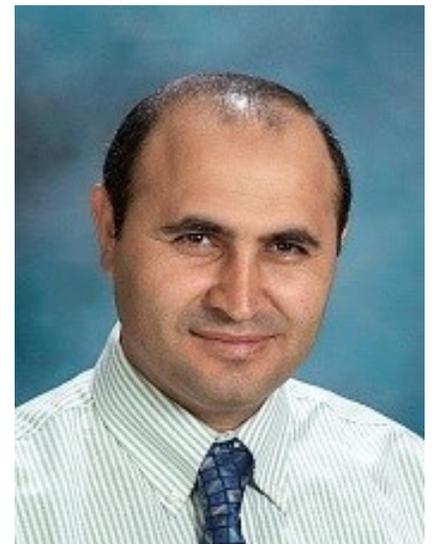
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The Northern Trust
Company
Tempe, AZ



Lucas Kavlie

Western Governors
University
Salt Lake City, UT



Hanfi Oguz

Beehive Science and
Technology Academy
Sandy, UT

Join us for the 2018 Performance Excellence Program Sharing of Best Practices and Awards Luncheon!

Date: Wednesday, February 6, 2019

Time: 9:30 AM—2:30 PM

Location: East Valley Institute of Technology , 1601 W Main St, Mesa, AZ 85201

For more information visit www.swae.org or contact us at 480-874-5815



PERFORMANCE EXCELLENCE PROGRAM

Level 1 Applications are Accepted Year Round!

[Level 1](#) applications are accepted throughout the year. There is no need to wait for the Performance Excellence Program cycle to submit your application.

[Level 1](#) is an introductory or interest level application with coaching. Applicants will have their Leadership Team participate in a [SWAE "Baldrige 101" Workshop](#) to discuss common vocabulary of the Baldrige Criteria, help define key business factors, and answer questions in the Organizational Profile (OP). During the workshop, through interactive exercises, your team will answer some of the OP questions. This activity will provide the team with a head start on their organization's 5 page OP. After completing and submitting an OP the team will receive a written feedback report from their Coach and the opportunity to discuss next steps for the organization.

If you have questions on the Level 1,2,3, 4 or Process Level Applications please call the **SWAE** office at 480-874-5815 or email Sandy Kube at Skube@swae.org

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SPONSORSHIP LEVELS & BENEFITS



[Click here for Sponsorship Benefits](#)

The Southwest Alliance for Excellence (SWAE), a 501(c)(3) non-profit organization*, has many opportunities for organizations to be recognized and participate – through our events, programs and activities we involve thousands of people each year. Each email we send out gets distributed to over 2000 people. Our membership is active in our offerings, as are many other interested parties.

The opportunities are there—and SWAE wants to provide you with those that you desire, in addition to allowing you to be able to plan your marketing and participation efforts from the outset.

* SWAE is a non-profit corporation under IRS code 501(c)(3). Sponsorships may be a business expense; check with your financial advisor for info.

SWAE 2018 Members & Partners

*We would like to take this opportunity to say “Thank You” to all of our members and partners for their continued support of the **Southwest Alliance for Excellence** and their commitment to quality improvement.*

Arizona: *Accumen, APN Staffing & Employment Solutions, Arizona Government Transformation Office, Arizona State Retirement System, **Arizona Technology Council**, Banner University Medical Center, Beyond Feedback, Canyon State Credit Union, City of Goodyear, Deer Valley Unified School District, Honeywell International, Lockwood & Associates, Maricopa County Community College—ITS, **MSSBTA**, **Raytheon**, RE Darling, Sacaton Elementary School District, Scottsdale Medical Imaging, **Sonora Quest Laboratories/LSA**, Town of Gilbert, Vantage West Credit Union, Yuma Regional Medical Center. **Nevada:** *City of Henderson, **Montevista Hospital**, Nathan Adelson Hospice.**

See major Sponsoring members on last page!!

Individual Members: *Deborah Cameron, Carla Carter, Kevin Engholdt, Chuck McLane, Robert Mitchell, Hugo Steincamp*

Partners: *Accelerated Quality Improvement, Inc., Arizona Small Business Association, ASQ—Phoenix, Tucson, Salt Lake City, Golden Spike, UT & Las Vegas Sections, Desk Hub, Las Vegas Lean Six Sigma, MoreSteam, Rendement Group, Scottsdale Chamber of Commerce, The Performance Management Group, VG Strategies, LLC.*

Baldrige Program Seeks Examiners- Apply by January 7

Contact: [Examiner Help Center](#)

There is still time to apply for the [Malcolm Baldrige National Quality Award Board of Examiners](#) for the 2019 Award cycle. The [Examiner Application](#) will be open until 6:00 pm, EST on Monday, January 7, 2019.

Baldrige examiners are part of an elite group of more than 400 professionals who commit their knowledge, skills, and time to help evaluate applicants for the Malcolm Baldrige National Quality Award—the only Presidential award for organizational performance excellence. The board is composed of senior leaders and experienced management professionals from across all sectors of the U.S. economy, including manufacturing, service, small business, health care, education, government, and nonprofit.

The [Baldrige Performance Excellence Program \(BPEP\)](#) has a particular need for examiners who are senior leaders of medium and large organizations; physicians, nurses, and other clinicians; community, technical college, and university deans and above; and K-12 principals and superintendents. We are also seeking individuals with knowledge of and experience working in joint ventures and other complex governance structures.

Examiners are selected based on knowledge of the [Baldrige Framework and Criteria for Performance Excellence](#), industry expertise, good oral and written communication, good interpersonal communication, and other attributes. More information on who should apply is available on the [Baldrige Examiner Qualifications webpage](#).

Examiners attend a training course focused on the Baldrige Framework and Criteria for Performance Excellence and their role in the Baldrige Award process. As part of the Examiner Preparation course, examiners evaluate a case study (a fictitious Baldrige application) and engage in peer learning; in-depth Criteria training; and facilitated team, leadership, and technical writing training.

Baldrige examiners then participate in the evaluation of an actual Baldrige Award applicant, which includes independent and consensus reviews, and may include a site visit review. Read [testimonials](#) of why examiners serve.

The Baldrige Program relies on its community to spread the word about this unique volunteer opportunity. If you have a colleague who you think would benefit from serving on the Board of Examiners, please share this message with them.

Complete information is available on the [Become a Baldrige Examiner webpage](#). Contact exampl@nist.gov for more information.

For those professionals who don't have the time to commit to being a Baldrige examiner this year, they can still benefit from the training by participating in the [Baldrige Examiner Training Experience \(BETE\)](#). Registration for the BETE opens mid-January 2019.

The Value of Belonging...

"WHAT DO WE WANT OUR ORGANIZATION TO BE? WHAT WILL SUCCESS FOR OUR ORGANIZATION LOOK LIKE?"

Southwest Alliance for Excellence (SWAE) can help you answer these questions and more through our approach to organizational assessment, performance and the development of best practices. As stated by one of our members, "Participation in SWAE will strengthen your organization's awareness of quality performance and enhance your competitive market position." If you want your organization to exude excellence and a progressive culture, then it is important to immerse your organization in a community that works toward the same shared vision. Explore all that Southwest Alliance for Excellence has to offer:

WE ARE YOUR TIMELY RESOURCE FOR ACCURATE AND INNOVATIVE INFORMATION

Access to Best Practices – Southwest Alliance for Excellence focuses on:

- Best practices employed by health care, education, government and private sectors.
- Relevant learning opportunities.
- Benchmarking tours and networking opportunities as well as workshops on the Performance Excellence Program.

Tools you can use:

- Review key points from the Baldrige Criteria and Resource Library.
- Visit the Case Studies and Awards portion of the website to find creative solutions and innovative practices.
- Use our e-learning program as a professional development and training tool for your organization.

EVERYONE IN EVERY DEPARTMENT CAN BENEFIT

Your Entire Organization Belongs – Membership in SWAE is unique, in that:

- Every employee in your organization can benefit from SWAE services.
- We support participation of employees at all levels and from all departments.
- We will help you develop and support a culture of excellence throughout your organization.

Tools you can use:

- Contact SWAE to host a personalized forum about the benefits of belonging.
- Register additional staff so they can begin to receive information and participate.

USE SOUTHWEST ALLIANCE FOR EXCELLENCE SERVICES AND YOU WILL SEE THE DIFFERENCE

Tangible Improvements – You can benefit from measureable organizational improvements by:

- Saving money by completing in-house projects with information that SWAE provides.
- Accessing practical ideas, suggestions and programs in use by progressive organizations.
- Replicating and reinventing service improvements used by other organizations.

Tools you can use:

- Participate in the Performance Excellence Program to improve your organization's processes.
- Attend the Performance Excellence Program Awards Banquet to hear best practices of award recipients that can be implemented in your organization.

CONNECTING MEMBERS IS WHAT WE DO BEST

Knowledge Network of Members – We are made up of a wide network of organizations:

- Members value receiving information as well as sharing their innovative best practices.
- We connect you to organizations that have similar interests.
- Through SWAE Ambassadors, we focus on you as a unique organization.

Tools you can use:

- Sign up for informational e-blasts and newsletters.



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- We connect you to organizations that have similar interests.
- Through SWAE Ambassadors, we focus on you as a unique organization.

Tools you can use:

- Sign up for informational e-blasts and newsletters.
- Contact SWAE to be connected to appropriate members and ambassadors.

REAP THE BENEFITS!

Membership Rates

Size:	# of Employees:	Member Dues:
Small	2-99	\$275
Medium	100-500	\$550
Large	501-1,000	\$1,100
Very Large	1,000+	\$ 1/per employee (maximum of \$5,500)
Individual Membership:		
	N/A	\$85

HOW DO WE JOIN?

Simply complete and return the form below to join today. We'll do the rest to get you started on the road to performance excellence!

SELECT THE MEMBERSHIP TYPE: Small Medium Large Very Large Individual

Organization _____ # of Employees _____

Contact Person _____ CEO/Highest Official _____

Address _____ City/State/Zip _____

Phone _____ ext. _____ Fax _____

Email _____ Company Web Site _____

METHOD OF PAYMENT: Check AMEX MasterCard Visa

(Make checks payable to Southwest Alliance for Excellence; there is a 5% service fee for credit card payments)

Card Number _____ Exp. Date _____ Sec. Code _____

Baldrige: Building a Foundation for Success

Baldrige core values and concepts are embedded in high-performing organizations.

The Baldrige Performance Excellence Program is one of the greatest opportunities healthcare leaders have to improve the quality outcomes, patient safety and overall performance of our nation's healthcare organizations.

Of the six sectors that use Baldrige, statistics have shown the program to be particularly valuable to the health-care field: In 13 of the last 14 years, at least 50 percent of all Baldrige applicants have come from the healthcare sector.

ACHE, a staunch supporter of Baldrige, is on the Baldrige journey, too. In 2016, ACHE received the Gold Award for Achievement of Excellence at the state level, and this spring, ACHE submitted its second application to the National Baldrige Performance Excellence Program.

As we continue on our Baldrige journey, ACHE is focusing on transforming its culture to become more agile to achieve a central goal of educating, engaging and inspiring leaders to improve health.

A key component for organizations that take the Baldrige journey is the Baldrige criteria, a set of questions that addresses critical aspects of organizational management and performance. The criteria are built on a set of interrelated core values and concepts.

Of these core values and concepts, a combination of the following are the essential ingredients of Baldrige that are embedded in high-performing healthcare organizations:

- **Visionary leadership:** Senior leaders should set a vision for their organization, create a focus on patients and other customers, demonstrate clear and visible organizational values and ethics, and set high expectations for the workforce.
- **Patient-focused excellence:** Your patients and other customers are the ultimate judges of your performance and the quality of your healthcare services.
- **Valuing people:** An organizations success depends on an engaged workforce that benefits from meaningful work, clear organizational direction, the opportunity to learn and accountability for performance.
- **Delivering value and results:**
By delivering and balancing value for key stakeholders, your organization builds loyalty, contributes to growing the economy and contributes to society.

Demonstrating visionary leadership. Baldrige-winning hospitals and health systems ask themselves questions about how their senior leaders' personal actions guide and sustain their organizations, such as, "How do senior leaders communicate with and engage the entire workforce, patients and other key customers?"

For example, senior leaders at Adventist Health Castle, Kailua, Hawaii, winner of the 2017 Malcolm Baldrige National Quality Award, guide the organization by modeling a deep commitment to its faith-based mission of "Living God's love by inspiring health, wholeness and hope."

To support this empathy-driven workforce, Adventist Health Castle developed "always behaviors" that guide a caring, compassionate and positive culture. Leaders reinforce these behaviors through hospital visits, in weekly huddles, by presenting awards and writing thank-you notes to employees and volunteers.

[Read more...](#)





Baldrige Express Survey

Are your improvement steps working?

When you take steps to better your organization, you need to know if your efforts are working. But figuring that out can be easier said than done.

Southwest Alliance for Excellence is pleased to partner with the Alliance for Performance Excellence to offer Arizona, Nevada and Utah organizations an affordable and easy-to-use self-assessment tool.

Baldrige Express is an online survey-based assessment that synthesizes points of view from all parts of your organization, combining the benefits of survey speed with the accuracy and completeness of a written narrative. An in-depth feedback report is provided.

[Click here to view additional information on Baldrige Express.](#)



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[Learning from Role Models: Category 6: Operations](#)

October 11, 2018
By Dawn Bailey

In this [blog series](#), we are highlighting some of the learning (successful strategies and programs) shared by [Baldrige Award recipients](#) to highlight the [categories](#) of the [Baldrige Criteria](#) and how your organization might consider using them as guidance.



Part of the purpose of Malcolm Baldrige National Quality Improvement Act of 1987 (Public Law 100-107) is to disseminate information about the successful strategies and programs of Baldrige Award-winning organizations that “practice effective quality management and as a result make significant improvements in the quality of their goods and services.” Such sharing by Baldrige Award recipients is done face-to-face and with the option of asking questions of and networking with these recipients at the [Annual Quest for Excellence® Conference](#), as well as at the [Baldrige Fall Conference](#). Baldrige Award recipients also often host sharing days after their wins to share best practices....[Read more](#)

[The Baldrige Criteria are Insufficient](#)

October 25, 2018
By Harry Hertz “The Baldrige Cheermudgeon”



For people who have known me for years, you probably never thought you would hear me say, “The Baldrige Criteria for Performance Excellence are an insufficient guide for achieving improvement and, hopefully, excellence.” But the statement is true and it is not a new epiphany for me. The Criteria... [Read more](#)

Credit: Seacalm/Shutterstock, blue-bubble/Shutterstock, Baldrige Performance Excellence Program. 2017. 2017–2018 Baldrige Excellence Framework.

[Why Be a Baldrige Examiner: "Passion for Improving Products and Businesses"](#)

November 08, 2018
By Christine Schaefer

Where in the world is this woman (in the photo above) holding a Baldrige Excellence Framework booklet? We'll reveal the answer in a bit. First, let's identify her: she is Baldrige alumni examiner Patrice (“Pat”) Griffith. By day she is employed as director of quality improvement and safety at the... [Read more](#)



[Register today](#) for the [31st Annual Quest for Excellence® Conference!](#)

The conference, which will showcase the best practices of the five newly announced [2018 Baldrige Award recipients](#) and past awardees, is being held April 7-10, 2019 at the [Gaylord National Harbor Resort and Convention Center](#) in National Harbor, MD.

Come join us at our new conference location and network with current and past Baldrige recipients and members of the Baldrige community! Learn role model best practices and take home solutions to help your organization achieve breakthrough performance and results.

The Baldrige Award Ceremony, which will honor the 2018 Award recipients, will take place on Sunday, April 7.

[Baldrige Criteria Pre-Conference Workshops](#) are available the afternoon of April 7 for beginner and intermediate users of the Baldrige Criteria.

The [Baldrige Cybersecurity Pre-Conference Workshop](#) will be held on Sunday, April 7. This will be a practical, interactive workshop on how to conduct a self-assessment of an organization's cybersecurity program, utilizing the [Baldrige Cybersecurity Excellence Builder](#).

Quest attendees staying at the Gaylord enjoy extra amenities such as in-room internet, fitness center access, shuttle service around National Harbor, and more! Staying at the Quest conference hotel is also a way to support the Baldrige Program. [Book your stay](#) today at the Gaylord National Harbor at the special attendee rate.

[Sponsorships](#) are also available. These are great ways for your organization to be a part of the conference and contribute to the learning experience for Quest attendees.

The 2018 Baldrige Award recipients being featured are:

[Integrated Project Management Company, Inc.](#), Burr Ridge, Illinois (small business)

[Alamo Colleges District](#), San Antonio, Texas (education)

[Tri County Tech](#), Bartlesville, Oklahoma (education)

[Memorial Hospital and Health Care Center](#), Jasper, Indiana (health care)

[Donor Alliance](#), Denver, Colorado (nonprofit)

Past Award recipients presenting so far include Advocate Good Samaritan Hospital, the City of Fort Collins, Elevations Credit Union, K&N Management, Mid-America Transplant, Mountain Valley of Cascadia (formerly Kindred Nursing and Rehabilitation-Mountain Valley), Southcentral Foundation, Studer Group, and University of Wisconsin-Stout.

Join us for an awesome Quest experience! We look forward to seeing you there.

For more information about the Quest for Excellence Conference, visit the [conference webpage](#). For questions, contact the Baldrige Performance Excellence Program at (301) 975-2036 or baldrige@nist.gov.

Are You Ready for a CEO Self-Assessment?

"It was the best of times; it was the worst of times." But is it ever the right time to pursue excellence?



In the past few weeks, we've heard from two different organizations that have decided not to use the Baldrige Excellence Framework to drive improvement. Neither was a surprise to us. The first has been dragging their feet for over a year, always finding excuses for "now" not being the right time. The second was immediately detected when we shared our lessons learned in working with 20 clients ultimately named as Baldrige Award recipients. The CEO wouldn't make eye contact with us when we stated that leading the journey cannot be delegated. This set of CEOs has chosen to avoid using the framework to avoid having to acknowledge problems in their organizations.

What a contrast this has been with the two CEOs we've been working with to prepare their organization for their Baldrige site visits this week. Both organizations have been on the journey to performance excellence for years. The CEOs describe the great value they've received from the objective, non-prescriptive feedback they've received during that time, and they realize that the feedback received after a site visit will be even more actionable. This set of CEOs committed to using the Baldrige Excellence Framework to solve problems and become better organizations.

What's the difference between these two sets of CEOs, and which group would you fall into?

A CEO Self-Assessment

1. How do you react when someone points out areas in your organization that aren't performing as well as they could or should?

- a. I brush it off because they can't possibly know my organization as well as I do.
- b. I ask for the data that supports that and then ask for their suggestions.

2. I'm able to keep my organization focused,

- a. But the urgent usually takes over the longer-term important objectives. We're in constant firefighting mode.
- b. And we've slowly moved from being very reactive to more proactive in our improvement.

3. In my organization,

- a. I still struggle with breaking down silos to make improvements in cross-functional projects.
- b. I enjoy our culture of teamwork. People really work well together.

4. In my organization,

- a. I often get blindsided by a serious customer complaint or employee issue.
- b. People regularly stop me to talk about concerns or things they're excited about.

5. I use comparative data to

- a. Ensure that we're above state and national averages.
- b. Establish stretch goals to compare ourselves against top quartile or top decile performance.

6. I consider our strategic plan to be

- a. Highly confidential because we're in a very competitive industry.
- b. Something we shared with all employees so they can identify how they contribute to our most important objectives.

7. I rely on

- a. The Senior Leaders to come up with the best ideas. They're the most educated.
- b. Getting ideas from every employee at every level. The people closest to the work understand the issues.

8. I expect

- a. People to come in prepared to do their jobs.
- b. To invest in training on tools and methodologies, and to give people time to use them to improve their work.

9. I want improvement,

- a. But we've tried PDCA, TQM, Six Sigma, and/or Lean. Nothing has really stuck.
- b. And I know that improvement takes time, and we're staying the course.

10. I expect high performance.

- a. That's why you only get so many chances to screw up before you're gone.
- b. But I encourage people to take intelligent risks knowing that every effort won't be successful.

If you answered mostly "a," then you're with the first set of CEOs who want to avoid being challenged to address the problems in their organizations.

If you answered mostly "b," then you're with the second set of CEOs who sincerely want to lead their organization to better performance. You might already be using the Baldrige Excellence Framework. If you're not, we encourage you to check it out. You sound like just the kind of leader who would embrace it. <https://www.nist.gov/baldrige>

However, our bottom line is, the pursuit of excellence isn't for the faint of heart!



SWAE Quarterly Newsletter Advertising Opportunities & Reservation Form

Promote Your Business

Looking for a way to expand your reach to other business professionals for a low cost? Consider purchasing ad space in the *Southwest Excellence Quarterly*—the Southwest Alliance for Excellence quarterly e-newsletter! Advertising opportunities start at \$75.

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<input type="checkbox"/> Quarter Page	(color)	3 ¼ X 4 ¾	\$150
<input type="checkbox"/> Business Card	(color)	3 ½ X 2	\$75

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Phoenix, AZ 85048

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Name on Card: _____ Signature: _____

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For more information, visit www.swae.org or call 480-874-5815.

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Southwest Alliance for Excellence—formerly Arizona Quality Alliance—is a non-profit corporation that advances improvement and excellence in organizations, communities and individuals. To achieve our mission we will:

1. Administer the Performance Excellence Awards Program based on the Malcolm Baldrige Criteria; and annually recognize, showcase & highlight outstanding achievement in performance excellence.

2. Train individuals to become experts at assessing and evaluating, entire organizations or individual processes using the Criteria for Performance Excellence.

3. Facilitate programs so organizations can find and implement proven best practices to achieve a competitive advantage.

4. Provide organizations with a comprehensive, cost-effective performance analysis with extensive feedback based on the Malcolm Baldrige criteria.

5. Create and deliver relevant workshops, benchmarking tours and seminars that will develop the skills and knowledge of performance excellence professionals.

6. Provide a dynamic environment for professional networking and knowledge sharing.

Social Media

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