

**Overview of the
*Malcolm Baldrige
National Quality Award***

October 2005

What is the MBNQA?

- MBNQA is a national quality award program, created to recognize organizations that:
 - have outstanding processes/practices
 - practice measurable, continuous improvement
 - achieve customer-focused performance excellence

Today's Topics

- The MBNQA Criteria
- The MBNQA Process
- The Applicant's perspective
- The Examiner's perspective

MBNQA is a business review



Business Review
Inspect what we Expect

A business review is a formal process for evaluating *how* an organization operates

- Have we defined what business we are in? Is it what we excel at? Is it what the customer needs?
- Do we know who our competitors are, and what threatens our success?
- Do we have specific actions planned to become the best at what we do?
- Have we aligned the actions of all our partners and vendors to ensure we are successful at our stated objectives?
- Do we have a work environment that promotes innovation, empowerment, and a quality of work life that will attract and retain the best talent available?
- Have we documented *how* we work (processes) so that we systematically meet customer needs?

What does MBNQA look for?

Core Values / Concepts

- Visionary Leadership
- Customer-driven excellence
- Org and personal learning
- Valuing employees and partners
- Agility
- Focus on the future
- Managing for innovation
- Management by fact
- Social Responsibility
- Focus on results and creating value
- systems perspective

What does MBNQA look for?

A framework/ systems view of performance.

Non-prescriptive!

- Leadership
- Strategic Planning
- Customer Focus
- Information/ Analysis
- Workforce
- Processes

Approach

Deployment

Continuous

Improvement

(55%)

- Results (45%)

An Example...

Leadership

•How senior leaders guide the organization, including how they review organizational performance.

•How the organization addresses its responsibilities to the public, practices good citizenship, and contributes to the health of the community.

- set direction,
- encourage innovation & learning,
- review org performance,
- Maintain compliance,
- proactively address public concerns,
- maintain ethical practices,
- strengthen key communities

•set & deploy:

- org values,
- short term direction
- long term direction
- performance expectations
- create focus on creating value for patients/ customers/ stakeholders in performance expectations,
- communicate org values, directions, and expectations through the leadership system to all staff, key suppliers and partners,
- ensure 2-way communication on these topics

- Is the 2-way communication a continual process, or only when scheduled? If scheduled, how often? What forums? Are the forums effective?
- Do all staff, suppliers, and partners have access to engage in this 2-way communication?
- Is the environment safe and secure for 2-way communication? For everyone? How do you know?
- How is feedback from these communications aggregated and integrated back into the process? How often does this occur?

understand the details to effectively address the business needs

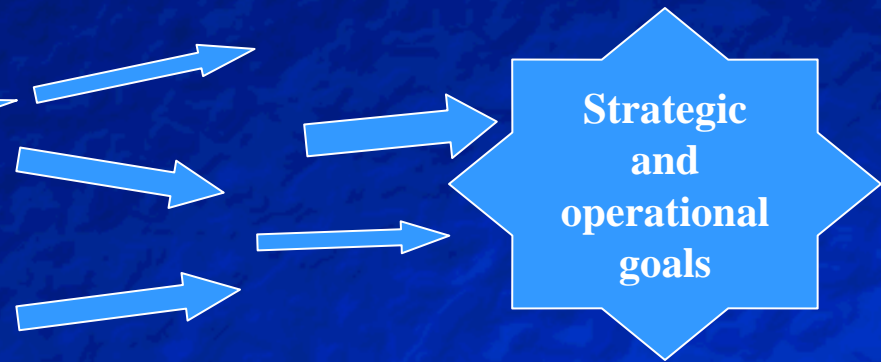
What does MBNQA look for?

A mature process approach

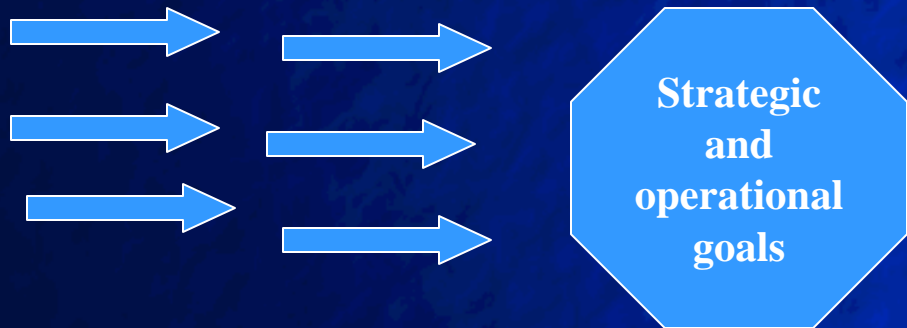
(1) Reacting to Problems



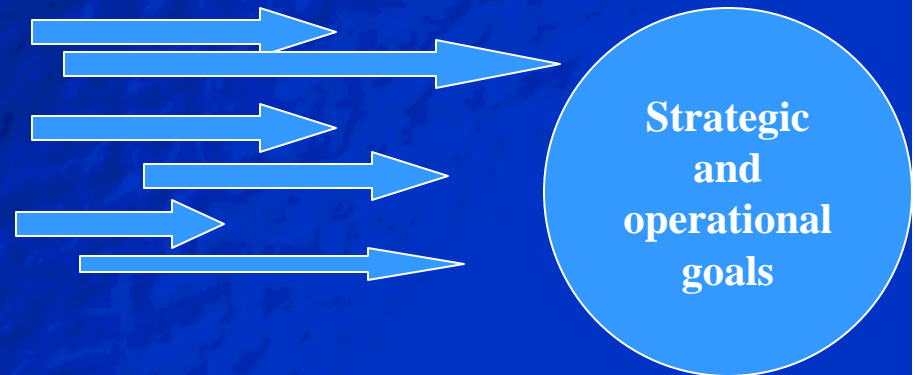
(2) Early Systematic Approach



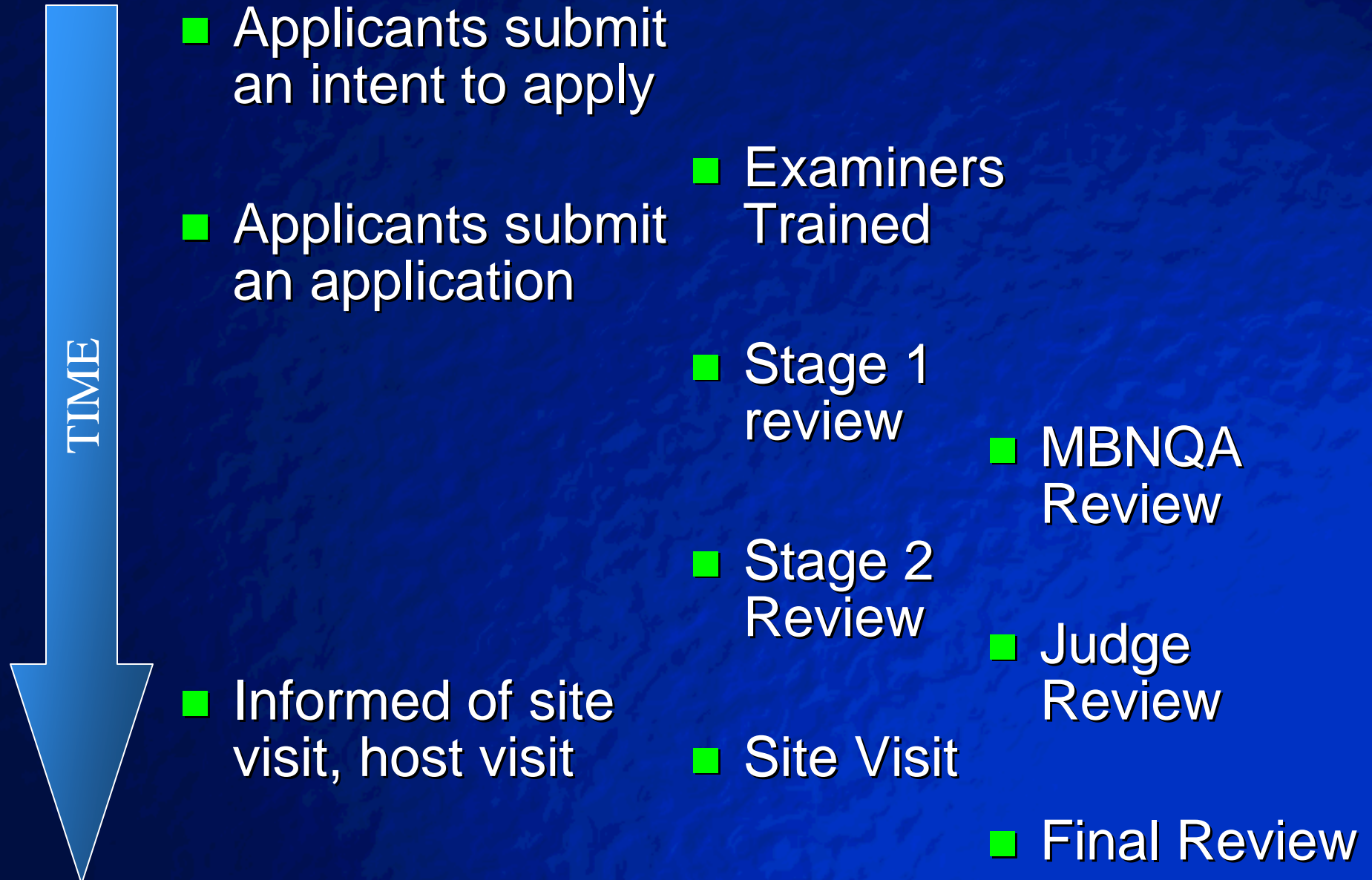
(3) Aligned Approach



(4) Integrated Approach



The MBNQA Process



What does it get the applicant?

- A valuable feedback report:

- Strengths

- Opportunities for Improvement

The higher tier feedback reports are the result of **over 500 hours** of trained, experienced, professional reviewers' time. At \$100/ hour, that is a \$50,000 report- but the real client value is gained by *putting the application together in the first place.*

What does it get the applicant?

- A working knowledge of the criteria:
 - Self-assessment
 - Full application
 - Becoming an examiner*

Even without an official feedback report, learning the criteria can generate valuable discussions about how to refine our approaches- to improve organizational effectiveness and capabilities.

What does it get the applicant?

- Does the applicant start with a self-assessment?
- Who puts together the application?
- Does the applicant have staff trained as examiners?
- Are the applicant creators trained?
- What other stakeholders are familiar with the process?
- How is the contents of the application reviewed? How is it communicated?

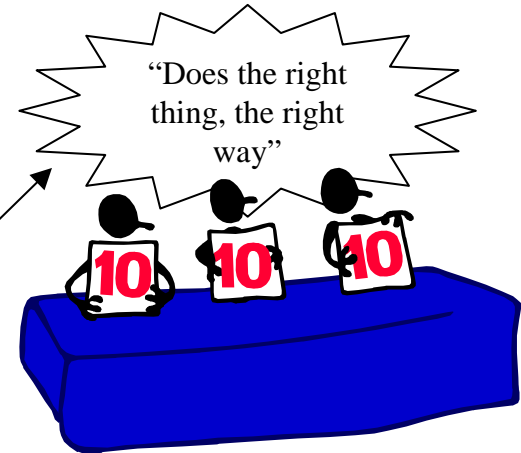
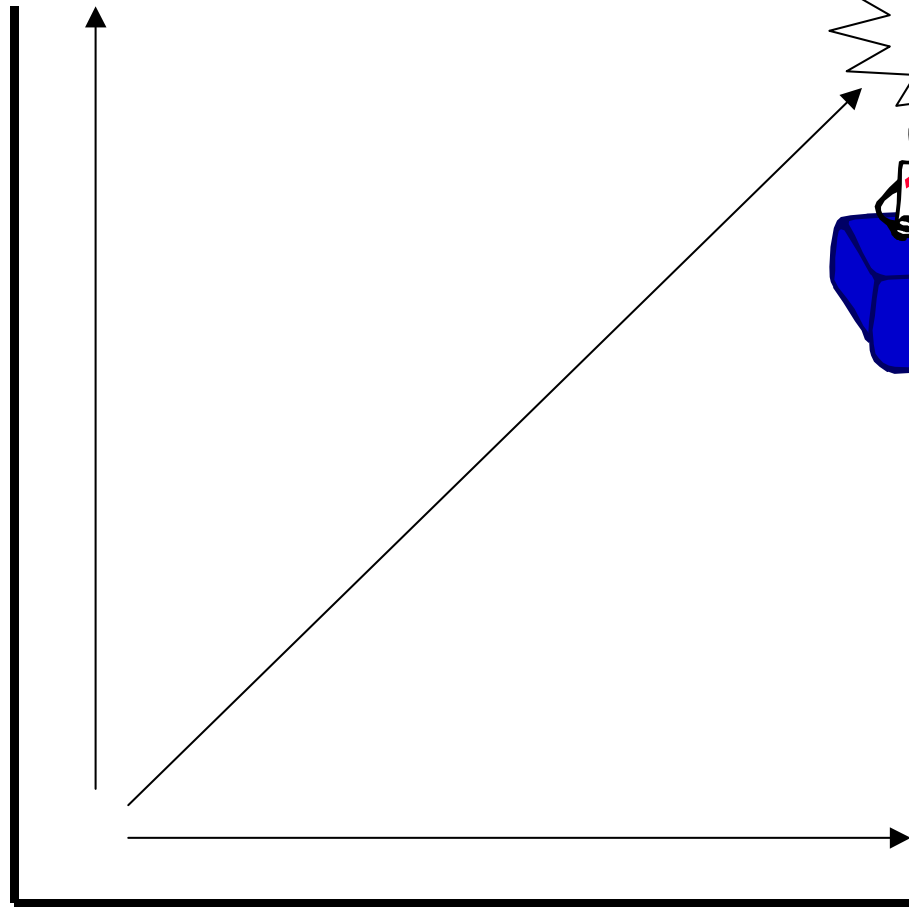
What does it get the applicant?

- Alignment with the MBNQA community, who share information about best practices:
 - Best leadership communication practices
 - Best strategic planning processes (and deployment!)
 - Best customer-focused cultures
 - Best access to information
 - Best workforce practices (employer of choice)
 - Best processes & process improvement

What is our ultimate goal?



Acts in accordance with our **values** and ethics



Balanced Scorecard

Gets the business **results** we need



What does it get the examiner?

- A more in-depth understanding of the criteria and how to apply them to address gaps for your current employer
- Ideas/ best practices (while respecting confidentiality)
- A framework with which to select employers when looking for employment
- A feeling of accomplishment and contribution to the community
- And most importantly...

Very, very tired

Become an examiner!

Michigan Quality Council

Training for new examiners has been scheduled for March 22 and 23 in Ann Arbor.

New examiner orientation will be held Feb 2 or Feb 7 (only attend one). One will be in Southfield and the other further west, perhaps Lansing.

Become an examiner!

Gerri Markley

Michigan Quality Council

3601 Plymouth Road

Ann Arbor, MI 48105-2659

734-929-9124 phone

734-332-8918 fax

Questions?