

Facilitator CHiPs



Constructive, Helpful, and Informative Practices

Prepared by the ORO Facilitator Program to help enhance individual and organizational excellence

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Facilitation Services Available:

- ♦ Process Improvement
- ♦ Team Building
- ♦ Change Management
- ♦ Strategic Planning
- ♦ Customer Focus and Assessment
- ♦ Baldrige Performance Excellence Criteria
- ♦ Valuing Differences
- ♦ Problem Solving, Decision Making, and Consensus Building Tools
- ♦ 360° Feedback Instruments
- ♦ Conflict Mediation
- ♦ Problem Identification and Clarity
- ♦ Reengineering
- ♦ Integrated Organizational Renewal
- ♦ Facilitator Skills Training for Supervisors

For more information about facilitator services or to suggest a CHIP topic, e-mail or call:

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Reference: *2000 Criteria for Performance Excellence*, National Institute for Science and Technology.

See Facilitator CHIP issues 8 and 9 for short descriptions of the seven criteria and the eleven core values

Baldrige Basics - Performance Excellence

As mentioned in issues 8 and 9 (February and March 2000), the Criteria for Performance Excellence are a standard for organizations (explicitly including non-manufacturing industries of health care and education since 1998) used to identify performance gaps and to target improvement efforts. One way to look at the seven criteria is to use them to answer these three questions **“What are we planning to do?”** **“By what method?”** and **“How will we know?”**

The first question, **“What are we planning to do?”** is addressed in the first three criteria, Leadership, Strategic Planning, and Customer and Market Focus. Given input from customers, employees, and stakeholders, the leadership system sets strategic direction and communicates with employees, partners and suppliers to ensure that plans are fully deployed. If all employees know what is planned, they can more likely support reaching the goals.

The second question, **“By what method?”** is covered by the fifth and sixth criteria, Human Resource Focus and Process Management. Resources and processes are managed to ensure that needed changes are implemented to achieve strategic objectives, both short- and long-term.

The third question, **“How will we know?”** is answered in the fourth and seventh criteria, Information and Analysis, and Business Results. Information and Analysis discusses how information is collected, disseminated, analyzed, and used to monitor the progress of strategic and tactical plans. Business Results is the report card of the organization’s performance and should include trends (typically three to five years of data) and comparisons to competitors and/or best in class.

In summary, the seven performance excellence criteria are a system that can be used to lead an organization through a structured discussion to determine strategies for future success.

In our next issue: *Principles of Change Management*