



# Baldrige Asks, “How Do You Know?”

- Are you a high-performing, innovative organization? **How do you know?**
- Is your organization achieving world-class performance? **How do you know?**
- Does your organization have clear strategic objectives that address your most important challenges? **How do you know?**
- Are your customers satisfied with your products and services? Will they stay loyal to you? **How do you know?**
- Is your organization ethical and well governed? Do your customers, employees, and the community think so? **How do you know?**

The Baldrige Criteria for Performance Excellence ask these and other questions critical to your organization's success and sustainability in today's competitive environment and global economy. The Criteria address seven areas: leadership; strategic planning; customers and markets; measurement, analysis, and knowledge management; employees; process management; and results. The Criteria are updated annually to reflect the leading edge of validated management practice. For those organizations just starting improvement initiatives, the Baldrige Program provides multiple self-assessment tools based on the Baldrige Criteria.

This Presidential Award recognizes role models of performance excellence in U.S. business, education, health care, and nonprofit organizations, and—equally important—recipients share their best practices with others who want to improve their performance.

## What about organizational results?

Results are the bottom line in the Baldrige process. This strong focus on results helps organizations determine their most critical measures and improve their performance. Here are some examples:

- The Bama Companies, Inc. (2004 Award Recipient in Manufacturing) has tailored its services to meet customer requirements. Since 2001, Bama has achieved 98 percent on-time delivery, and customer satisfaction for major national accounts increased from 75 percent in 2001 to 100 percent in 2004.
- MEDRAD, Inc. (2003 Award Recipient in Manufacturing) is committed to sustaining market leadership in existing and newly created markets. From 2000 to 2005, MEDRAD received nearly three times more patents worldwide than its closest competitor and sustained a 15 percent annual growth rate.
- From 1998 to mid-2003, Caterpillar Financial Services Corporation U.S. (2003 Award Recipient in Service) increased assets by 34 percent and profit by 54 percent, while industry performance declined 21 percent and 35 percent, respectively.
- Motorola Inc. Commercial, Government and Industrial Solutions Sector (2002 Award Recipient in Manufacturing), the leading worldwide supplier of two-way radio communications, combines corporate responsibility with its marketplace success; it recycles 57 percent of its nonhazardous waste and has reduced emissions by 88 percent since 1996.
- Richland College (2005 Award Recipient in Education) increased the enrollment of credit students approximately 16 percent from 2000 to 2005 (from 12,500 to 14,500), and it has developed 22 leaders who have become community college presidents.
- Bronson Methodist Hospital (2005 Award Recipient in Health Care) demonstrates leadership in multiple areas. These include clinical outcomes, such as a decrease in the Medicare Mortality rate to 3.5 percent—below an industry best practice rate; customer focus, with an increase in patient satisfaction to almost 97 percent in 2004; and staff focus, reflected in the hospital's selection in 2004, 2005, and 2006 as one of *Fortune* magazine's 100 Best Companies to Work For.