

2011-2012 Baldrige Criteria Changes Summary

a) Changes to Results Items

- Now only five items:
 - 7.1 Product and Process Outcomes
 - A) Customer-Focused Product and Process Results
 - B) Operational Process Effectiveness Results
 - C) Strategy Implementation Results
 - 7.2 Customer-Focused Outcomes
 - 7.3 Workforce-Focused Outcomes
 - 7.4 Leadership and Governance Outcomes
 - 7.5 Financial and Marketplace Outcomes
- Product and process combined to reflect growing difficulty in separating the two in many organizations
- Strategy implementation moved out of Leadership to sharpen focus of that item
- Makes the discussion of Results items corresponding to Process items a non-issue

b) Refocus use of Performance Projections

- Intention is not to minimize the importance of organizations becoming increasingly sophisticated about using business analytics to project performance, but rather have them reflected in the appropriate places in the Criteria
- Revised definition to remove the problematic statement that performance projections “may be goals for future performance”. New definition reads:

The term “performance projections” refers to estimates of future performance. Projections should be based on an understanding of past performance, rates of improvement, assumptions about future internal changes and innovations, as well as assumptions about changes in the external environment that result in internal changes. Thus performance projections can serve as a key tool in both management of operations and strategy development and implementation.

Performance projections are a statement of expected future performance. Goals are a statement of desired future performance. Performance projections for competitors or similar organizations may indicate challenges facing your organization and areas where breakthrough performance or innovation is needed. Where breakthrough performance or innovation is intended, performance projections and goals may overlap.

- Performance projections removed from Results Scoring until you reach 90-100 range, hopefully eliminating discussion for almost all applications
- Rationale: results are intended to reflect outcomes and outputs already achieved
- Added specific requirement in 4.1C
 - **PERFORMANCE PROJECTION** HOW do you use **PERFORMANCE** review findings and **KEY** comparative and competitive data to project future **PERFORMANCE**?
- Added as an element under strategy consideration in the Strategy Development Process of 2.1

c) **Reorganize and Eliminate Redundancy in Category 3.**

- Now organized as below:
 - 3.1 Voice of the Customer
 - Customer Listening
 - Determination of Customer Satisfaction and Engagement
 - 3.2 Customer Engagement
 - Product Offerings and Customer Support
 - Building Customer Relationships
- 3.1 (formerly 3.2) goes from 10 numbered items under the “areas to address” to 5; maintains all concepts, but simplifies language

d) **Clarifications for Work Systems/Work Processes**

- Category 6 renamed: Operations Focus

- 6.1 limited to Work Systems
 - Now includes
 - A) Work System Design
 - B) Work System Management
 - C) Emergency Readiness

- 6.2 limited to Work Processes
 - Now includes
 - A) Work Process Design
 - B) Work Process Management
 - Process improvement is element under Work Process Mgmt

e) New Level of Detail

- Numbered items under Areas to Address now have headers that summarize the intent of the multiple requirements underneath
- Could be extracted to form a higher level outline of the Criteria for users not ready to plunge into all of the multiple requirements.
- Example of the headings

3.1 Voice of the Customer: How do you obtain information from your customers? (45 pts.)

Describe HOW your organization listens to your CUSTOMERS and gains satisfaction and dissatisfaction information.

Within your response, include answers to the following questions:

a. CUSTOMER Listening

- (1) **Listening to Current CUSTOMERS** How do you listen to CUSTOMERS to obtain actionable information? How do your listening methods vary for different CUSTOMERS, CUSTOMER groups, or market SEGMENTS? How do you use social media and Web-based technologies to listen to CUSTOMERS, as appropriate? How do your listening methods vary across the CUSTOMER life cycle? How do you follow up with CUSTOMERS on the quality of products, CUSTOMER support, and transactions to receive immediate and actionable feedback?

- (2) **Listening to Potential CUSTOMERS** How do you listen to former CUSTOMERS, potential CUSTOMERS, and CUSTOMERS of competitors to obtain actionable information and to obtain feedback on your products, CUSTOMER support, and transactions, as appropriate?

b. Determination of CUSTOMER Satisfaction and ENGAGEMENT

- (1) **Satisfaction and ENGAGEMENT** How do you determine CUSTOMER satisfaction and ENGAGEMENT? How do these determination methods differ among CUSTOMER groups and market SEGMENTS, as appropriate? How do your

measurements capture actionable information for use in exceeding your CUSTOMERS' expectations and securing your CUSTOMERS' ENGAGEMENT?

(2) **Satisfaction Relative to Competitors** How do you obtain information on your CUSTOMERS' satisfaction relative to their satisfaction with your competitors? HOW do you obtain information on your CUSTOMERS' satisfaction relative to the satisfaction levels of CUSTOMERS of other organizations providing similar PRODUCTS or to industry BENCHMARKS, as appropriate?

(3) **Dissatisfaction** How do you determine CUSTOMER dissatisfaction? How do your measurements capture actionable information for use in meeting your CUSTOMERS' requirements and exceeding their expectations in the future?