



5 Benefits of Baldrige Buy-In

It Promotes Organizational Culture Transformation

The Baldrige framework focuses the workforce and all plans and objectives on the mission and vision of the organization. The Baldrige approach uncovers core values, strengths and weaknesses, and promotes learning and improvement organization wide through self-assessments and external, independent examiner feedback¹.

A holistic approach, the Baldrige model is divided into seven categories: workforce, customers, leadership, strategic planning, process management, measurement and results.

It Complements Approaches such as Lean and Six Sigma

While other tools and approaches focus on a single aspect, such as eliminating waste or defects, the Baldrige criteria address all factors that affect the organization, its operations and its results. The Baldrige criteria also serve as a tool to integrate and organize other quality approaches an organization uses. For instance, organizations could use the Baldrige framework to develop an overall picture of performance and determine areas that need improvement, and then use Six Sigma, lean or ISO 9001 to design operations or improve processes².

It Sets the Bar Higher

In today's competitive business climate, organizations must go beyond compliance and conformity-based systems. The Baldrige criteria places emphasis on competitiveness, benchmarking, understanding performance, results and maintaining a future focus³.

The Baldrige approach uncovers core values, strengths and weaknesses, and promotes learning and improvement organization wide.

It's Customizable

The Baldrige framework is a non-prescriptive approach for organizational management and improvement. Organizations of any industry and size can benefit from the Baldrige journey. Organizations also are encouraged to develop creative and flexible approaches that meet their needs⁴.

It Pays

Professors from Dartmouth College in Hanover, NH, and the University of North Carolina at Greensboro surveyed the 273 Malcolm Baldrige National Quality Award applicants since 2006 about the value of the Baldrige criteria on three levels—cost savings, customer satisfaction and financial gain (gains from increased value of sales). They estimated that the benefits of using Baldrige outweigh the overall cost of the Baldrige Performance Excellence Program by a ratio of 820-1. In their report documenting the study, the professors explained that the figure may be on the conservative side.

"If the social costs were compared to the benefits for the economy as a whole, the benefit-to-cost ratio would be considerably higher," they wrote⁵.

Guiding Your Path to Performance Excellence

NC State Industry Expansion Solutions (IES) can help guide you through the Baldrige criteria as you apply them to your organization, identifying your strengths and your opportunities for improvement.

Sources

1. Mark Montgomery, "The Baldrige Journey-Definitions," Quality Texas Foundation, <http://bit.ly/baldrige1>.
2. "Baldrige, Six Sigma and ISO: Understanding Your Options," National Institute of Standards and Technology (NIST), 2002, <http://bit.ly/baldrige2>.
3. "Baldrige FAQs: The Malcolm Baldrige National Quality Award and ISO 9001," NIST, <http://bit.ly/baldrige3>.
4. "Why Baldrige?" NIST, <http://bit.ly/baldrige4>.
5. Albert N. Link and John T. Scott, "Economic Evaluation of the Baldrige Performance Excellence Program," NIST, Dec. 16, 2011, <http://bit.ly/baldrige5>.

NC STATE

Industry Expansion Solutions

Industry Expansion Solutions (IES) is the engineering-based, solutions-driven, client-focused unit of NC State University. Our broad portfolio and deep industry expertise help organizations grow, innovate and prosper. Our extensive partnerships with business, industry, education and government generate a unique culture of collaboration that provides access to cutting-edge expertise, research, and technology.

Grow Your Business With Confidence. Contact Us Today.

Visit our website: www.ies.ncsu.edu to find the IES Regional Manager nearest you. Contact us by phone: 1.800.227.0264 or email: iesservices@ncsu.edu

Produced in the US; August 2015

Publication Number: SB-0815-0008.00

EO Statement: NC State University promotes equal opportunity and prohibits discrimination and harassment based upon one's age, color, disability, gender identity, genetic information, national origin, race, religion, sex (including pregnancy), sexual orientation and veteran status.