

Integrating the Baldrige Criteria with Internal Models



Presented to:

**Baldrige Benchmarking Workshop
Las Vegas, Nevada
25-26 January 2001**





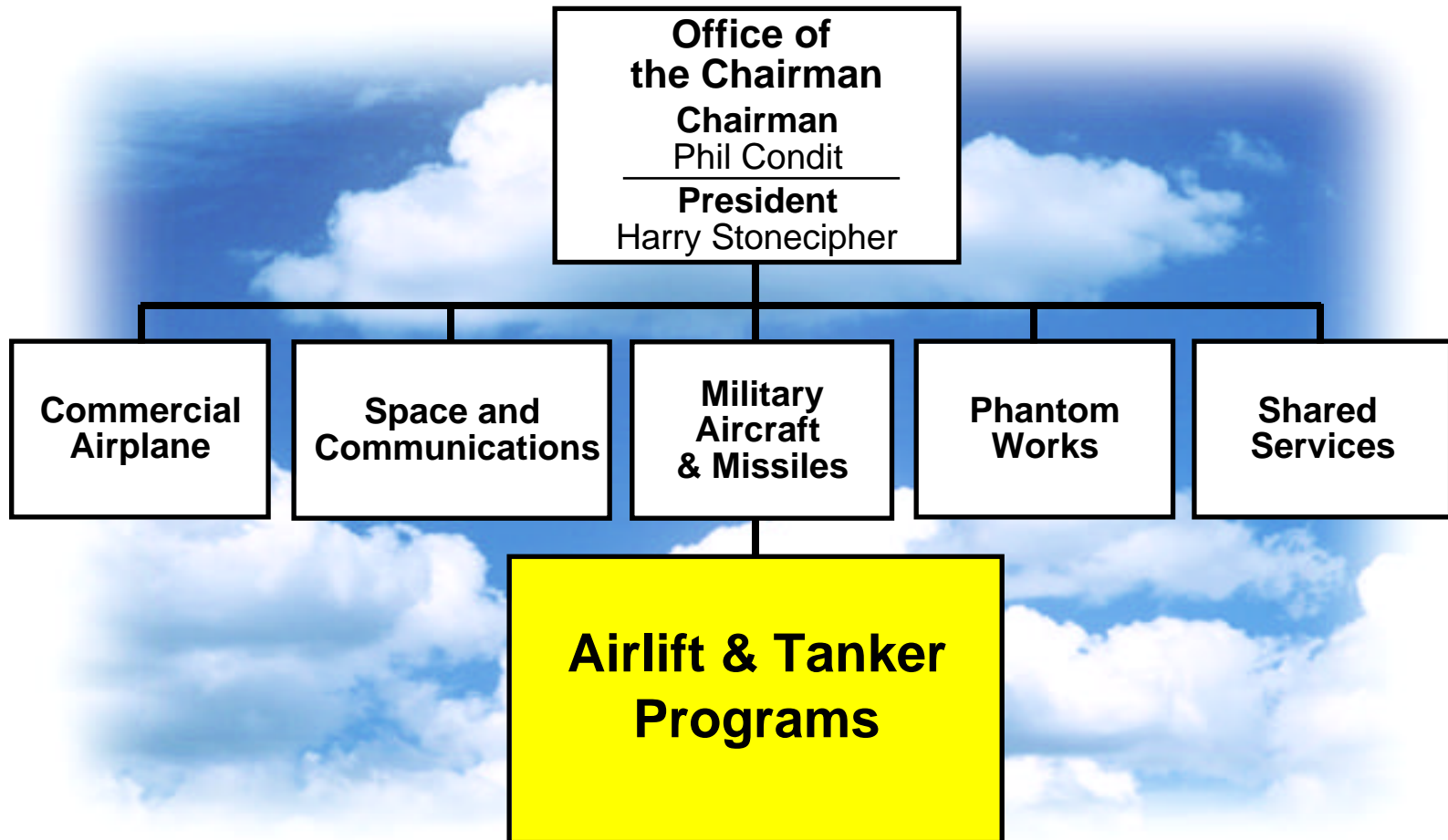
AGENDA



- **Who We Are - A Little Background**
- **A New Approach**
- **Lessons Learned**

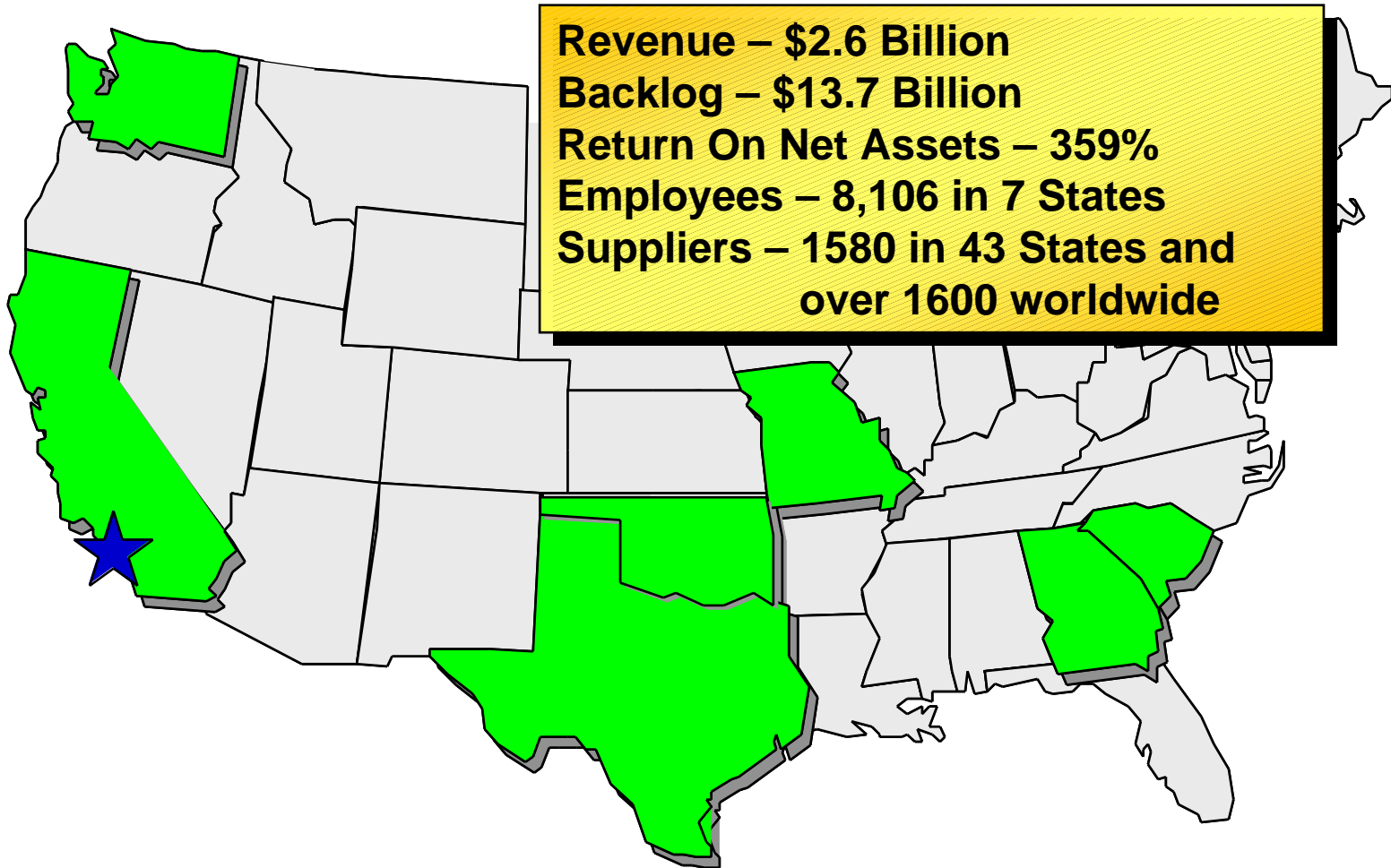


THE BOEING COMPANY





OUR COMPANY





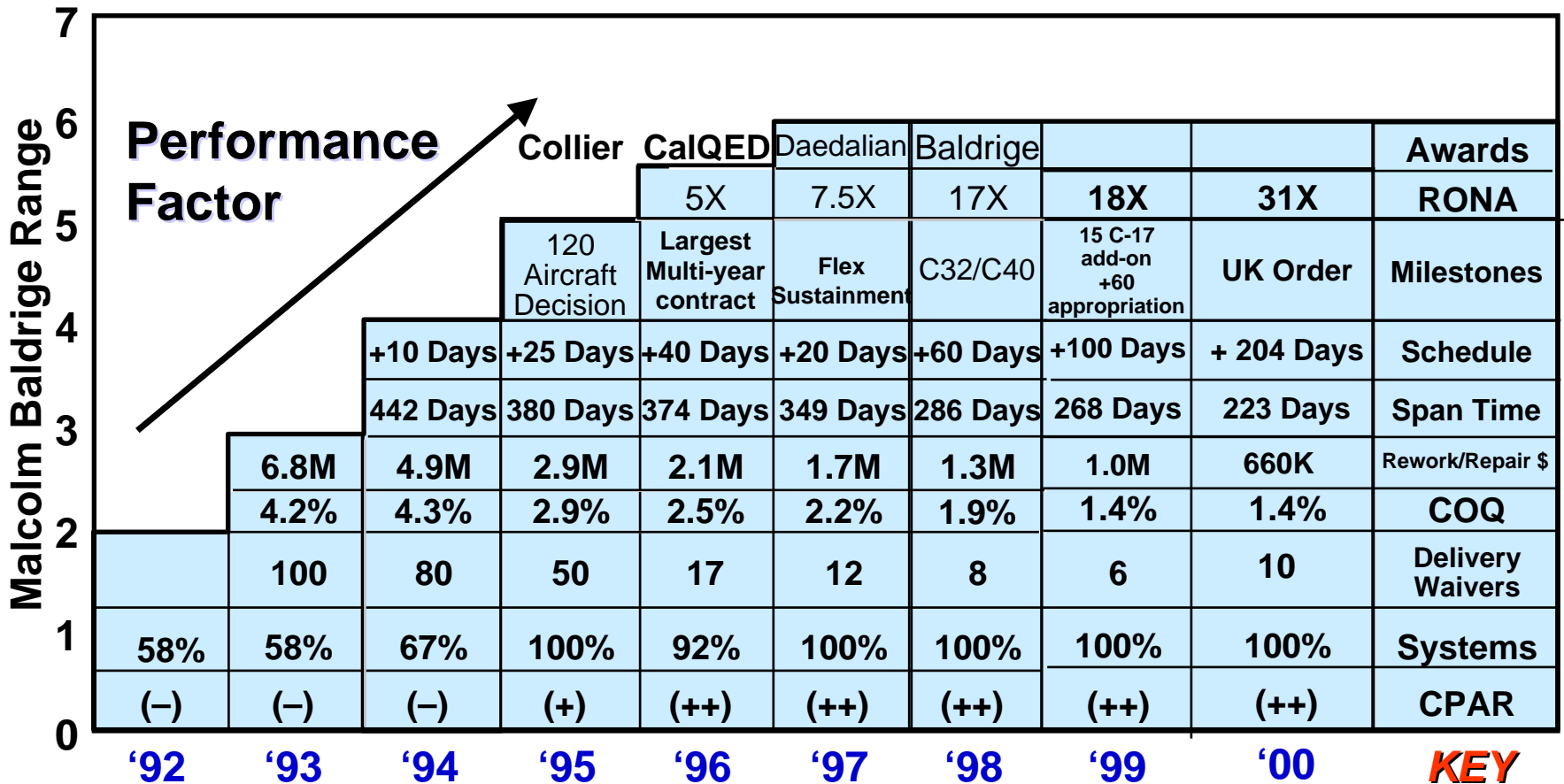
LIVING BY MALCOLM BALDRIGE PRINCIPLES



- **1991 - John McDonnell (CEO) launched Baldrige Internal Assessment (TQMS-IE)**
- **1996 - Received California Quality Award**
- **1997 - Harry Stonecipher (CEO) says Go for it MBNQA**
 - **Baldrige Internal Assessment (TQMS-IE)**
 - **Tied to Exec Compensation at each business unit**
- **1998 - Received Malcolm Baldrige National Quality Award**



WE HAVE NOT RELAXED



We Keep Improving





PERFORMANCE EXCELLENCE IS NOT NEW



***We are what we repeatedly do.
Excellence, then is not an act,
but a habit.***

- ARISTOTLE





NEEDED A METHOD TO:



- **Assess the organization against the criteria**
- **Address different levels of familiarity and deployment**
- **Focus on organizational approaches and models versus criteria categories and items**
- **Provide recommendations in addition to strengths and OFIs**



OBJECTIVES



- **Establish a process, not an event**
- **Effectively integrate feedback into the planning process - perpetuate continuous improvement**
- **Maintain our direction and velocity**
- **Develop a world-class internal assessment process, that emulates the Baldrige National Quality Program**
- **Obtain actionable feedback and recommendations**



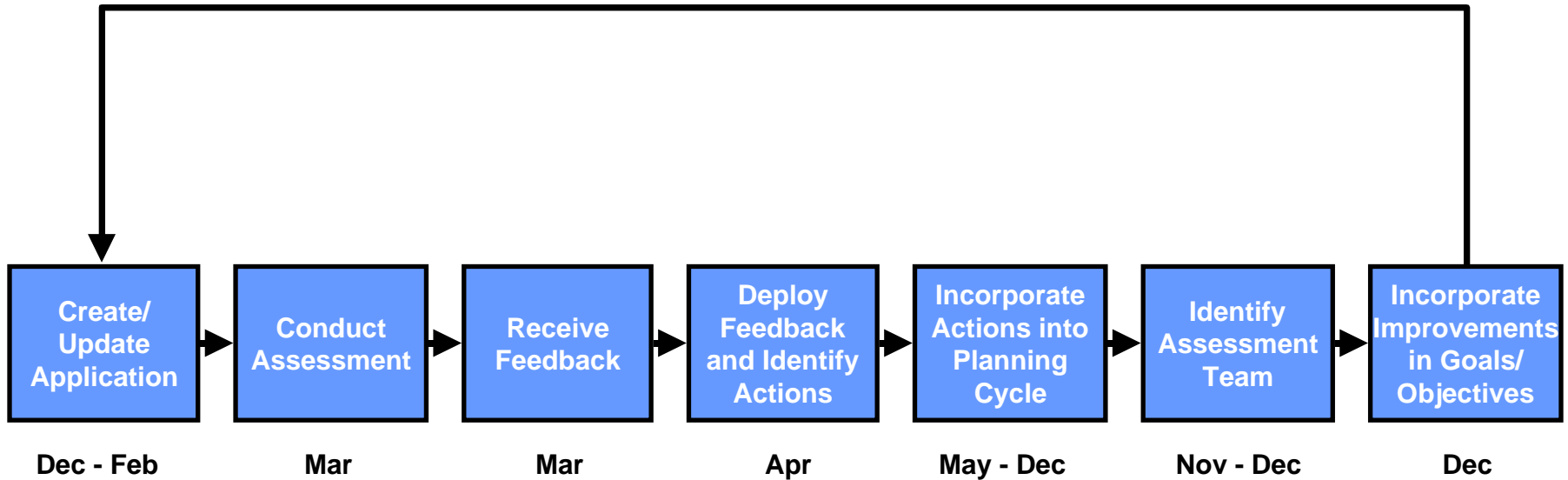
THE APPROACH



- **Conduct an annual assessment - same time frame each year**
- **Condense the application process to highlight changes from the previous year - based on models**
- **Use a team of external Baldrige examiners**
- **Emulate a MBNQA site visit to the extent that it makes sense**
- **Have employees be collaborative and identify the “skeletons in the closet”**
- **Receive a bulletized feedback summary of strengths and OFIs - based on the internal models**
- **Provide recommendations for improvement**



THE PROCESS



**Continuous Status and Update of
Application Information/Models**



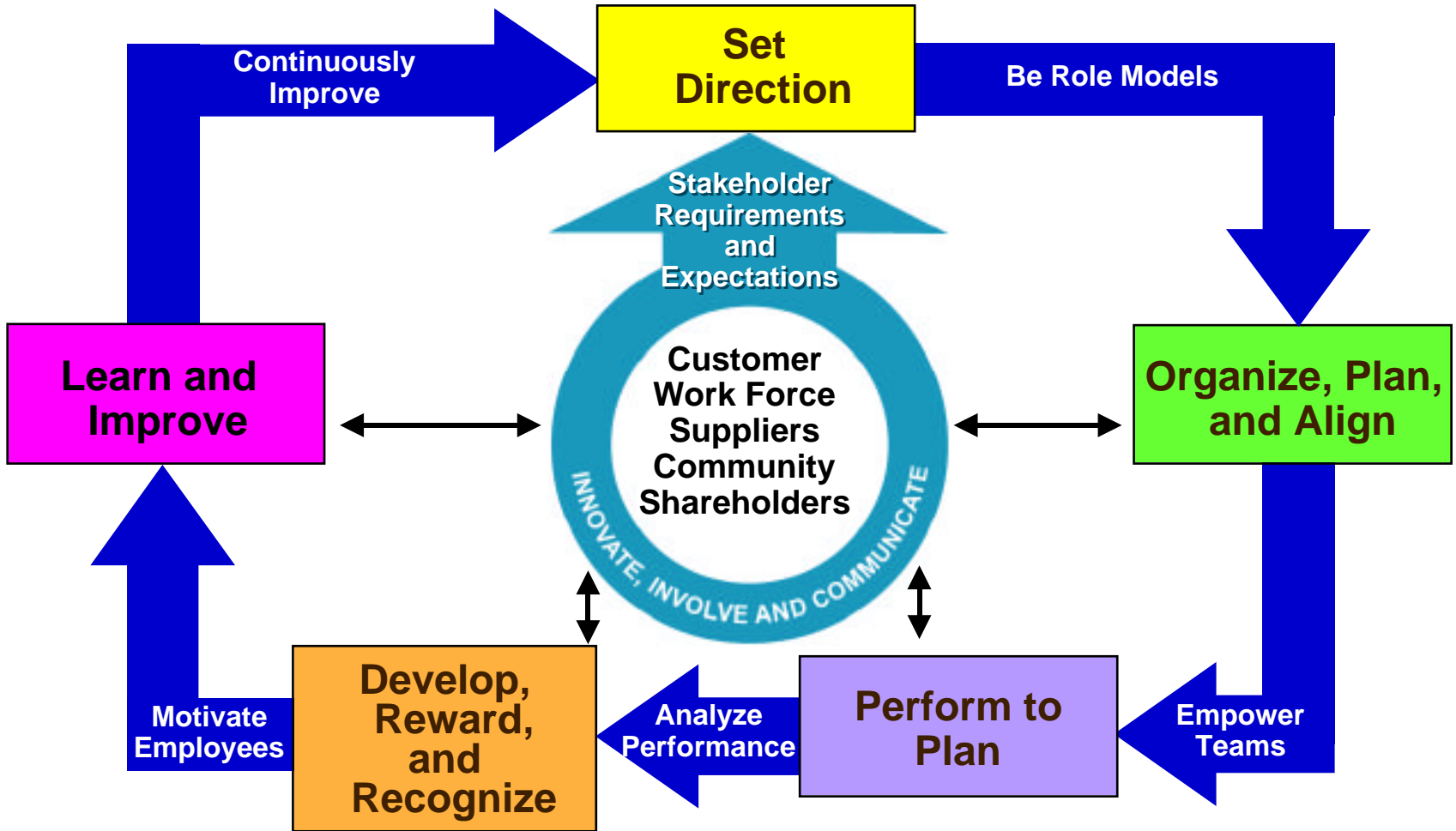


EXAMPLES OF OUR MODELS



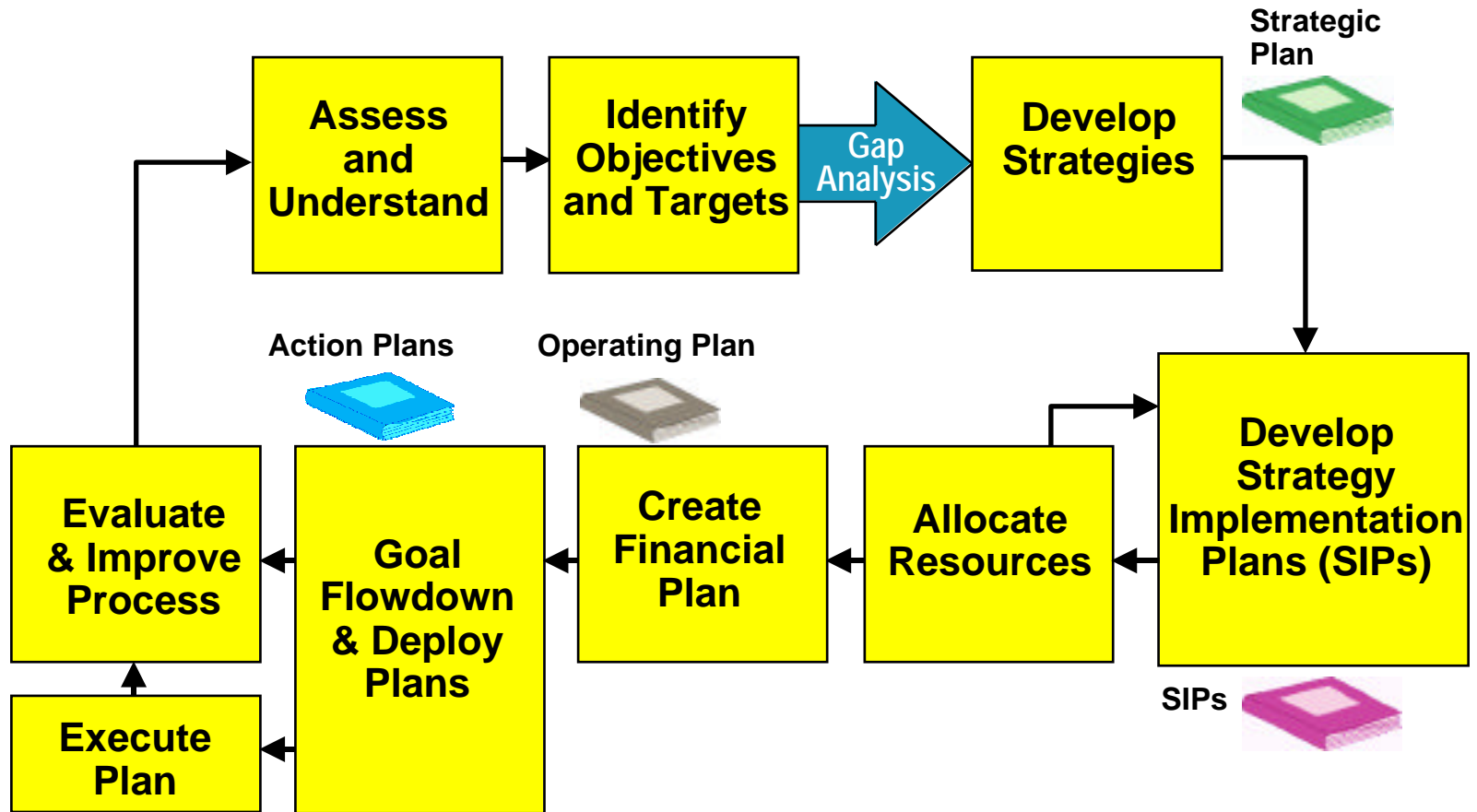


LEADERSHIP SYSTEM (CATEGORY 1)



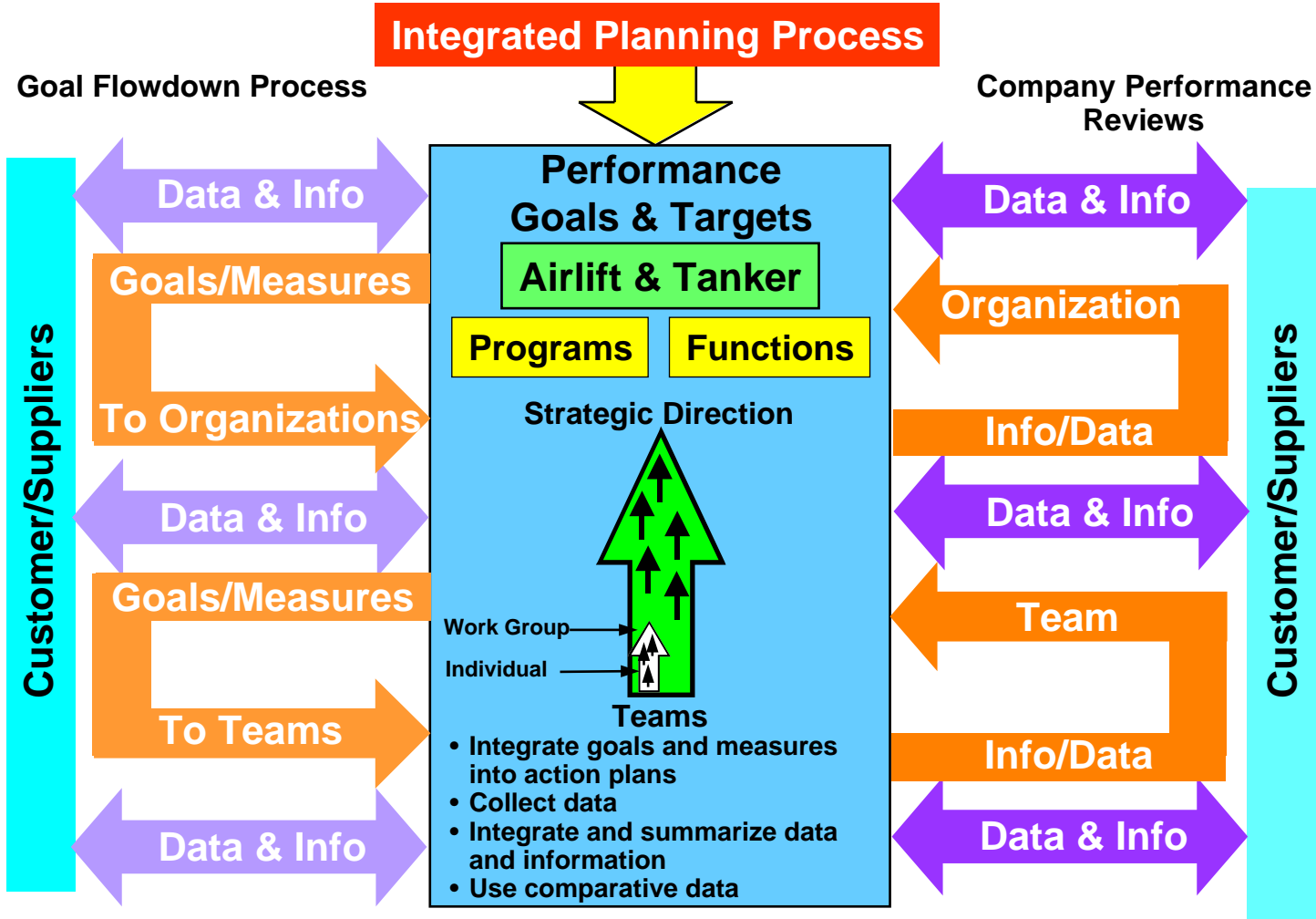


INTEGRATED PLANNING PROCESS (CATEGORY 2)



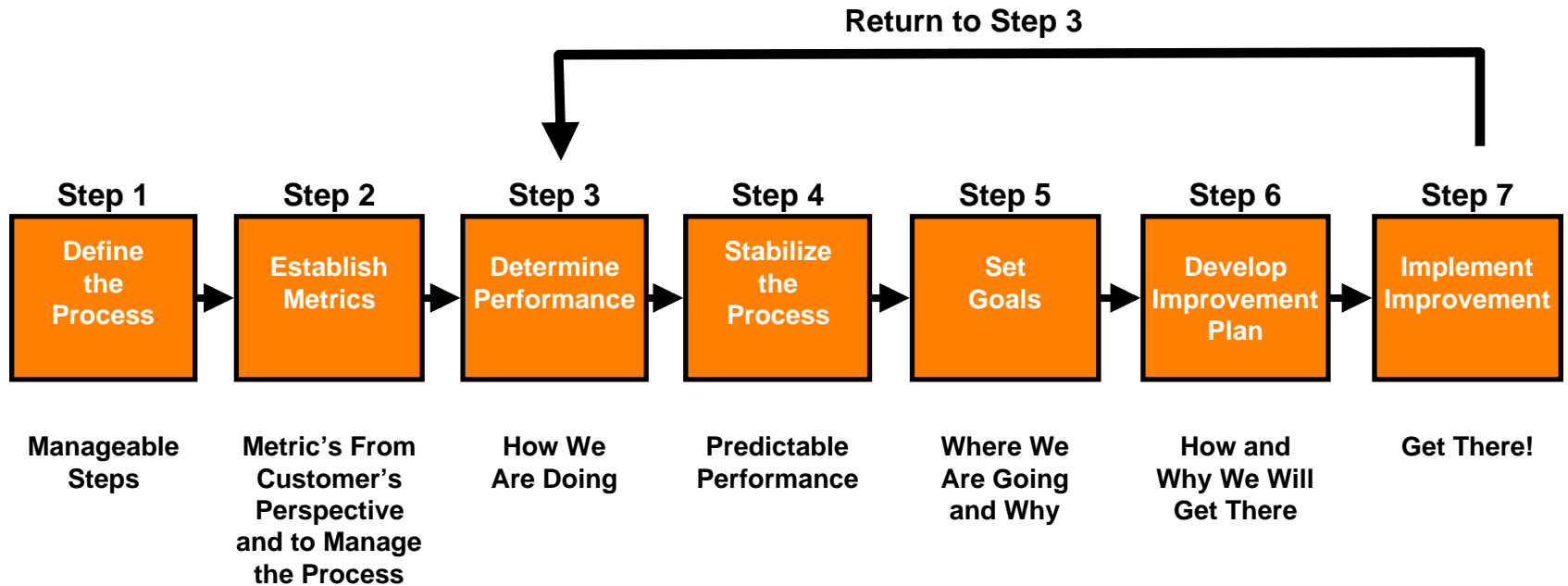


ENTERPRISE PERFORMANCE MANAGEMENT SYSTEM (CATEGORY 4)





PROCESS BASED MANAGEMENT (CATEGORY 6)





IN SUMMARY



Annual Assessment based on Internal Models:

- **Is a major part of the Annual Integrated Planning Process**
- **Ensures perpetuation and continuous improvement of role model activities**
- **Focuses activities and validates business results**
- **Provides focused feedback based on familiar models and processes**

The Criteria is Still Our Framework for Performance Excellence



FOR MORE INFORMATION PLEASE CONTACT



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