Fifteen Point Leadership Checklist

Leadership from the Baldrige Perspective
Things that great leaders would do, but good leaders probably wouldn't
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5-05-10 lwp

1. **Adopt the Baldrige Criteria for Performance Excellence**
   America needs Baldrige and your organization needs Baldrige. **Great leaders** immediately see the benefit of the Baldrige Criteria and adopt it as an organizational framework that governs all aspects of organizational administration. This is a bit like alter call at church. Stand up and make the commitment.

2. **Learn the Baldrige Criteria**
   You cannot apply the Criteria if you don't know it. The CEO, Senior Leaders and all Middle Leaders must become expert in the <u>Baldrige Criteria</u>. There's no better way to learn the Criteria than to serve as a state program examiner, while being supported back home by an organization that is seriously applying it.

3. **Re-write your Mission Statement and develop a grand Vision**
   Your Mission Statement is actually **four statements** – your **Vision**, **Purpose**, **Mission(s)** and **Values,** in that order. It's the single, most-important document in your organization and should be **boldly posted** throughout your facilities. A **grand Vision** is clear and concise. It tells every stakeholder where the organization is going, the desired future state. Set a vision to be the best at whatever you do.

4. **Determine your Key Processes**
   These are the top-level processes that **directly impact** your #1 Key Stakeholders. For instance, **shipping** would likely be a key process of a distribution company. Each top-level process will have many subordinate processes; i.e., shipping may be comprised of, picking, packing, manifesting and loading the truck.

5. **Determine the Key Stakeholders**
   The people or organizations that have a **key stake** in the success and sustainability of your organization are referred to as the Key Stakeholders. For a business, these are typically **Customers**, **Employees**, **Suppliers** and **Shareholders**. For K-12 education, they might be Parents, Teachers, Students, Suppliers and the School Board. For a hospital, they might be patients, physicians and staff and suppliers, and the Hospital Board.

6. **Determine the Key Stakeholder Requirements**
   What are the most important things necessary to satisfy the stakeholders? These must be validated, and linked to the processes that deliver the value required.

7. **Establish the Organizational Goals**
    These are simply your Key Stakeholders with the word 'satisfaction' appended to the end, i.e., Customer Satisfaction.

8. **Establish the Key Measures**
    You must develop a measurement system for each of your Key Processes (see item 4), ensuring that each process that is designed to impact Key Stakeholder Requirements is being measured (see item 6).

9. **Update your Strategic Planning Process**
    This consists of multiple interdependent processes, beginning with the process of reviewing/updating your Mission Statement and ending with the process of following up on Action Plans to ensure the results are sustained.

10. **Develop a Communication Plan**
    This is simply a series of meetings and other communications that deploy all things important to all Key Stakeholders systematically throughout the year.

11. **Develop and implement a systematic Results Review Process**
    You must systematically review those process results from your Key Measures in #8 above, ensuring that the actual results meet the requirements of your Key Stakeholders.

12. **Establish Accountability for results**
    The Department Heads should be accountable for the results delivered by the processes under their authority. If the results are good, recognition and rewards are in order. If results are bad, corrective action is required.

13. **Systematically report legal, ethical and regulatory compliance**
    All violations of your code of conduct and all regulatory non-compliance must be systematically reported to your governing board.

14. **Identify your Key Communities**
    These are the communities that are directly affected by the existence and operations of your organization.

15. **Support your Key Communities**
    You must proactively support these communities, not simply respond to request for donations and sponsorships. This should be approached with the idea that supporting your Key Communities will support your organizational goals of satisfying your key stakeholders.