



“Helping Illinois Organizations Excel”



Purpose

- *What is Organizational Excellence?*
- *How Can an Organization Incorporate Continuous Improvement Tools.*

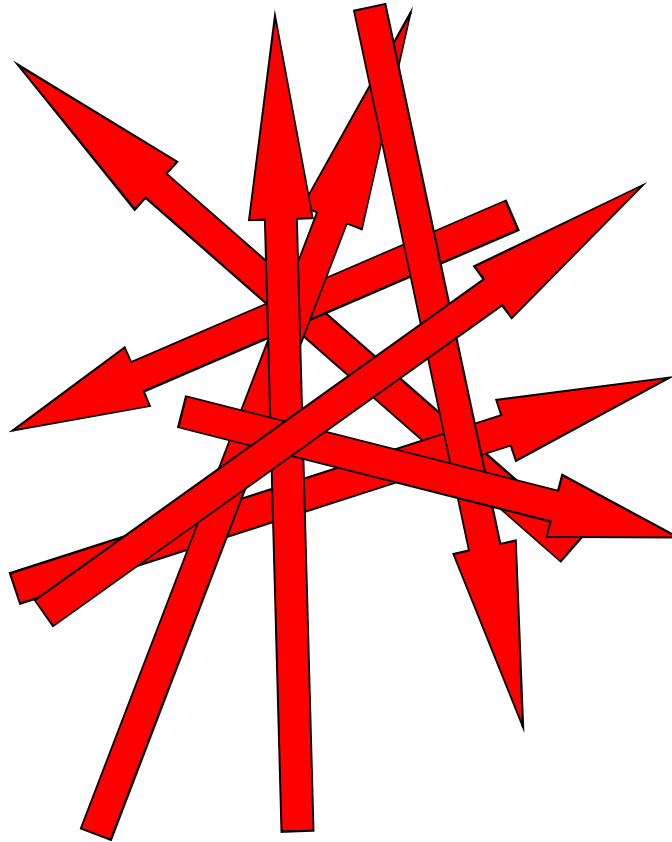


Process

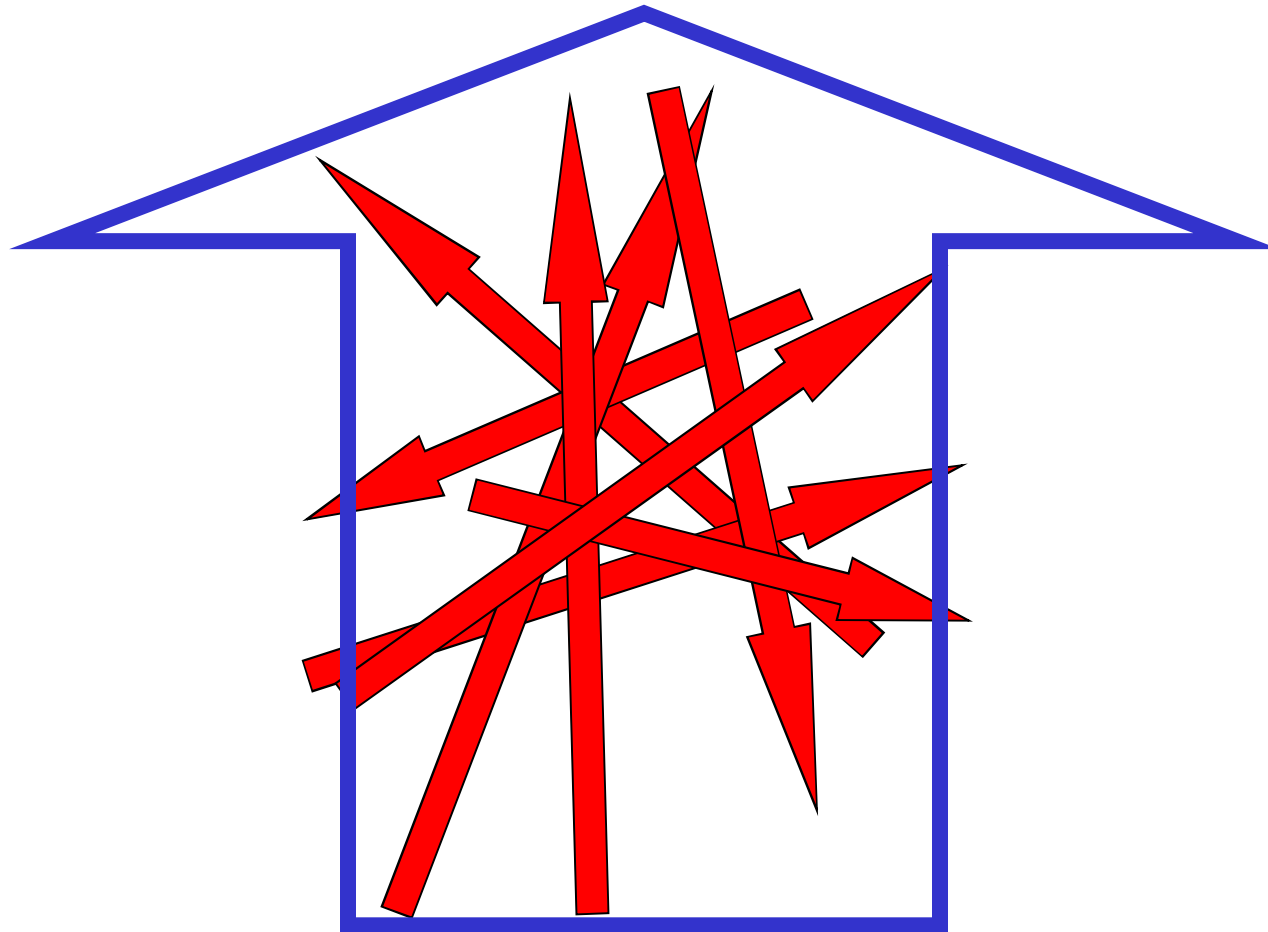
- *The relationship between organizational excellence and Continuous Improvement Tools*
- *What is The Lincoln Foundation*
- *How do we support & Drive excellence in Illinois*
- *Successful Organizations that have implemented Continuous Improvement frameworks.*



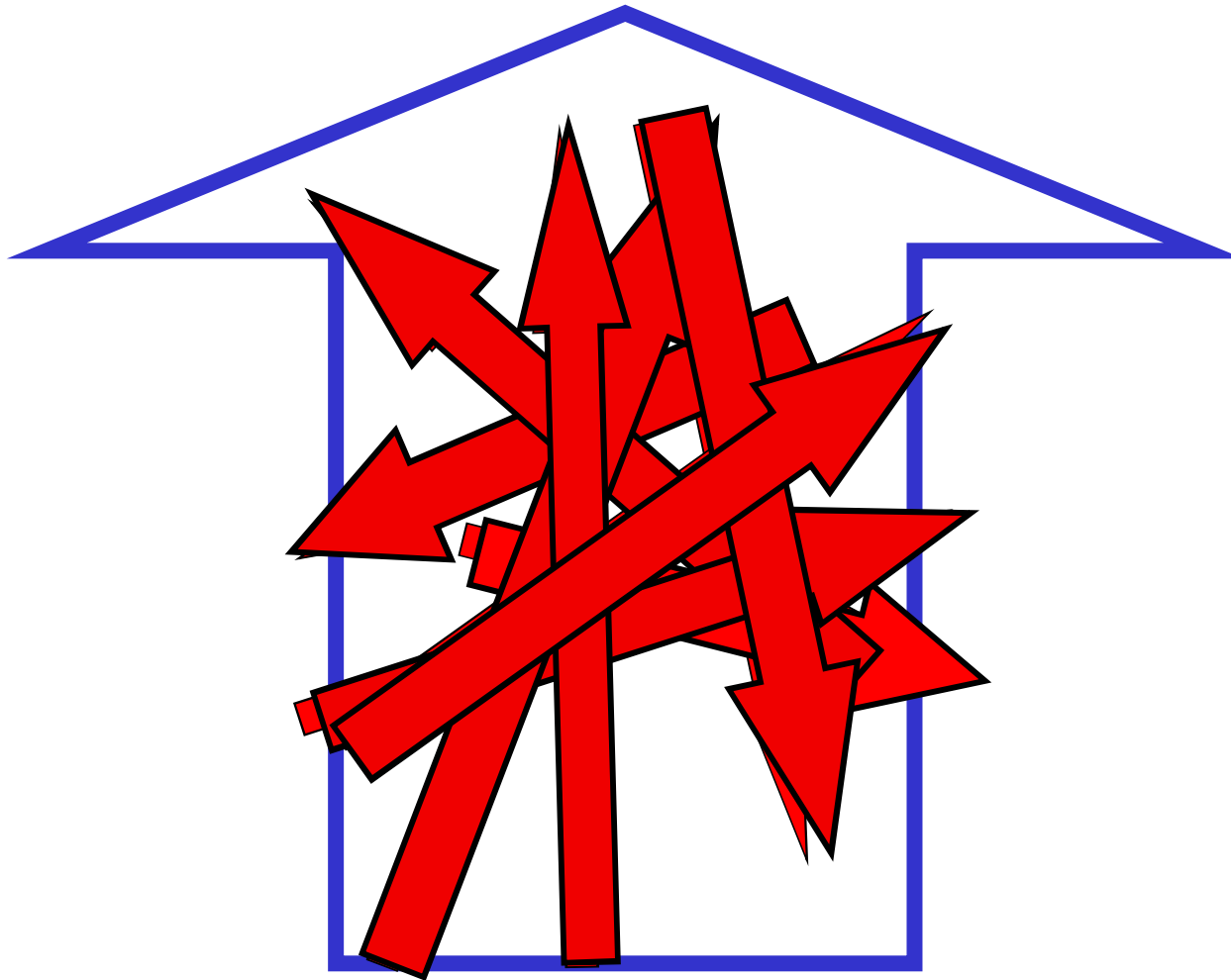
Random Organizational Activity



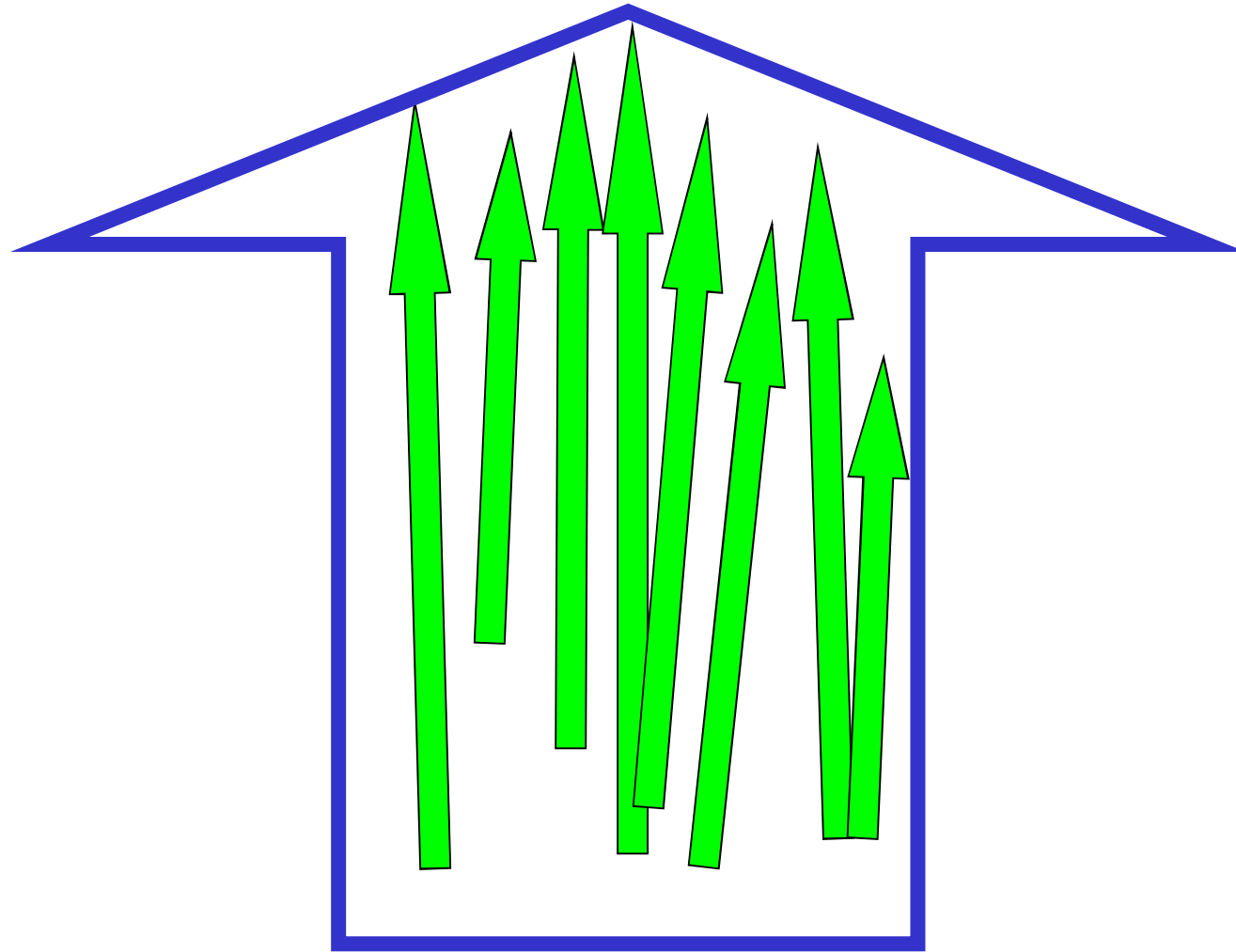
Activity vs. Organizational Direction



Improving Random Activity

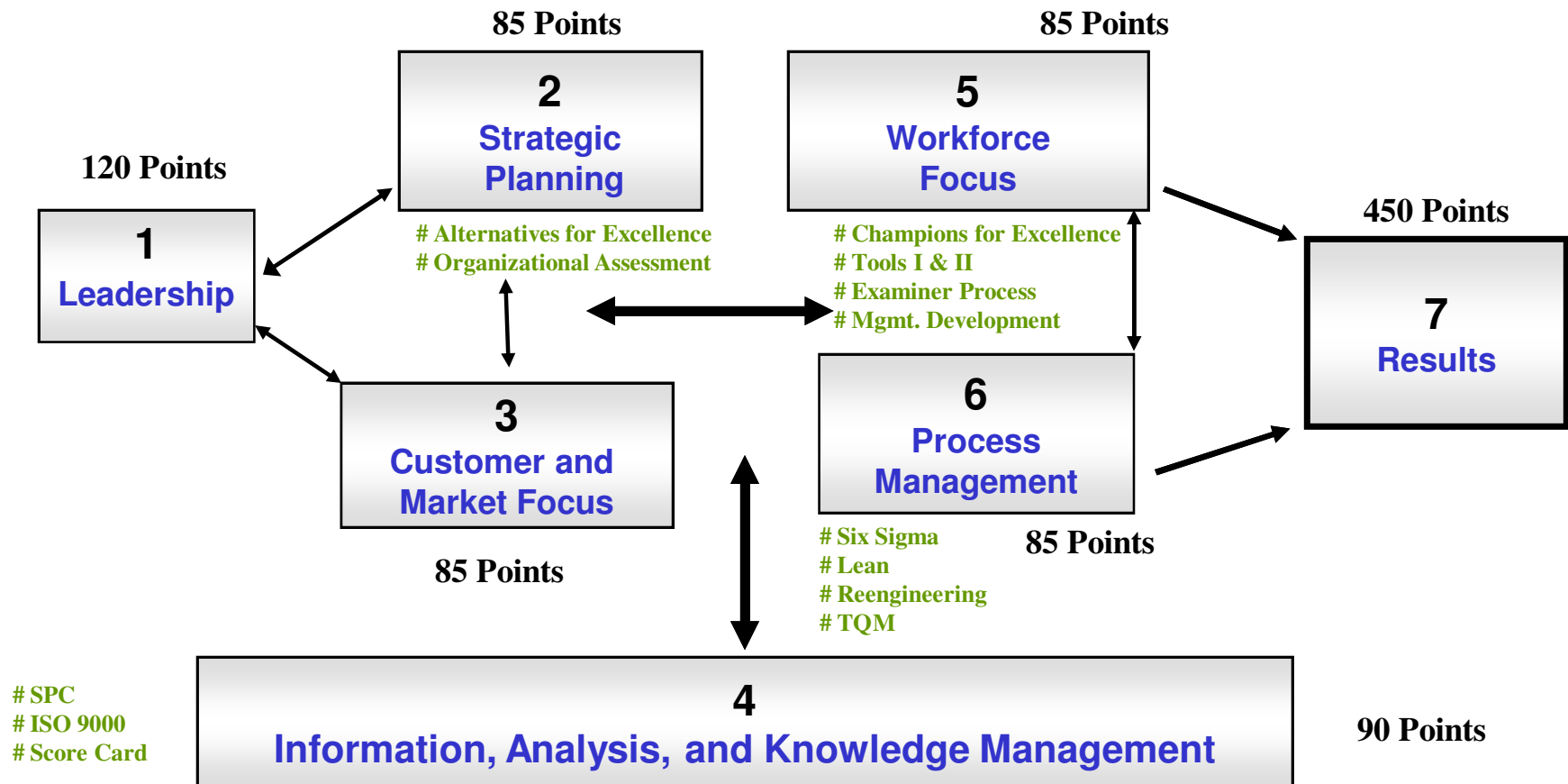


Aligned Organizational Activity & Direction



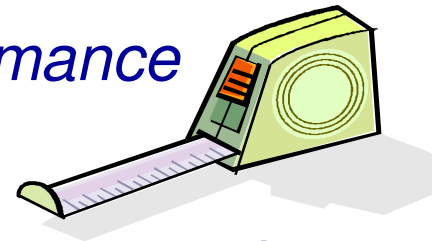
Organizational Excellence Framework

A SYSTEMS PERSPECTIVE



Why the Framework Works

- *Systematic, integrated* approaches for all key requirements that are fully *deployed & aligned*.
- *Fact-based evaluation and improvement* leading to breakthrough and *continuous improvements*.
- *Improvement trends* in results for *all key performance measures*.
- *Good performance relative to competitive and comparative* organizations.
- It drives you to be a *Role Model* organization



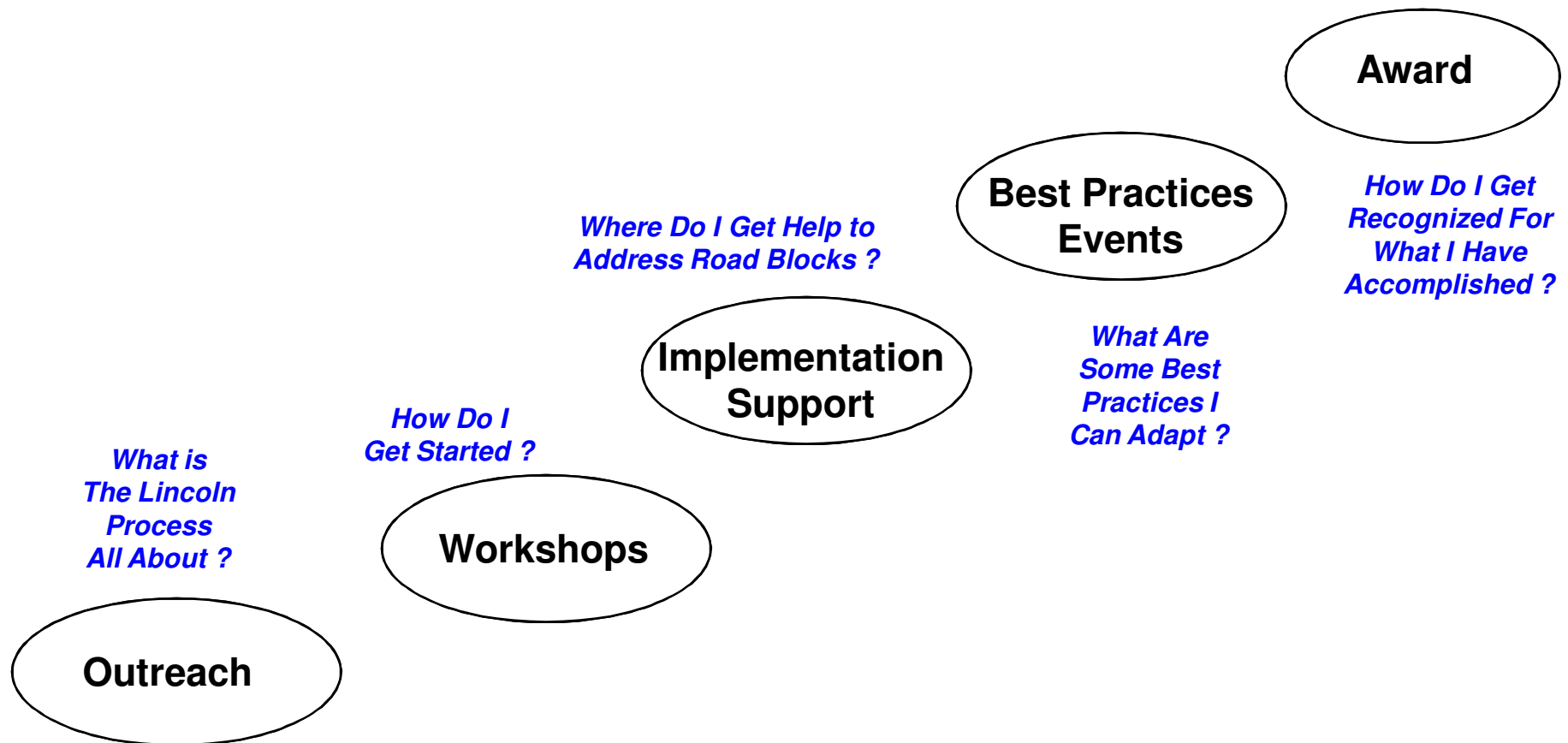
What is The Lincoln Foundation?

- A **Non-Profit organization** founded **June 1, 1994** that is the State of Illinois' version of the Baldrige Performance Excellence Program
- **1,325 Volunteers** who have contributed an estimated 135,000 hours to Illinois conservatively valued at \$7,000,000 to \$9,000,000.
- The **only non-profit organization in Illinois** that was founded solely to help all Illinois organizations improve their performance.



Education & Outreach - Mission

“To Educate Illinois organizations on How to Achieve Excellence”



Products and Services

- **Examiner training** - 3 to 5 days
- **Workshops** – *How to Write an Application, Assessing Application Readiness, Organizational Assessments, Champions of Excellence, Pathways to Excellence, Tools for Excellence, Six Sigma-Yellow Belt, & Lean Tools, etc.*
- **Baldrige Express Assessment** – **A web-based self assessment**
- **Best Practice Events**
- **Seminars & Networking Opportunities**
- **Lincoln Awards for Excellence** - All applicants receive confidential written feedback report
- **Coaching** - assistance for applicants - preferred vendor list
- **Links to Baldrige and state program web sites**
- **Continuous improvement Baldrige criteria books**



Lincoln Awards for Excellence

- Offered to *Education, Healthcare, Government*, as well as to *Business & Non-Profit*
- Provides a *multi-tiered process*, making it accessible to small, medium and large organizations
- *Not a competition*: The Foundation can recognize and provide an unlimited number of Lincoln Awards and Feedback Reports



Lincoln Awards for Excellence



The Lincoln Awards for Excellence

- **BRONZE** - *Commitment to Excellence*
 - Evidence of the beginnings of effective, systemic approaches for many major processes
- **SILVER** - *Progress towards Excellence*
 - Evidence of systematic, well deployed approaches for major processes.
- **GOLD** - *Achievement of Excellence*
 - Evidence that systematic approaches for all key item requirements are in place, well deployed, improved and supported with positive result trends.



Lincoln Award Process

- An organization **completes a 50 page application** by June
(intents to apply due by March)
- A **6 to 10 member examiner** team of professionals independently evaluates the application and comes to consensus on strengths & opportunities for improvement.
- A panel of judges **evaluates to determine if a site visit is necessary.**
- If required, the examiner team spends up to **four days on site to validate** the application & finalize a feedback report.
- A panel of judges reviews the feedback report and **decides on what recognition level should be awarded.**



Benefits to Organizations Who Engage in the Baldrige Process

- ***Accelerates improvement efforts*** through a clear understanding of your organization's strengths and opportunities for improvement
- ***Learn*** from a rigorous feedback from a highly trained professional team
- ***Aligns*** your efforts **with a Focus** on results
- ***Valuable insights*** from outside experts
- ***Affirms commitment*** to excellence
- ***Recognize & reinforce*** continuous improvement effort



Applicant Facts

- **1,518+** Examiners Trained
- **236** Applications received over 15 years
- **148** Organizations have been recognized:
 - **37** in Education
 - **22** in Government
 - **47** in Health Care
 - **25** in Industry
 - **17** in Service



Why Join Foundation Activity?

“Excellence is *Good Business*”

- **Externally**
 - **Perception**
 - **Networking & Relationship Development**
(new business)
 - **Healthy Customers** (existing business)
 - **Contributes to economic growth** of Illinois
 - **Your customers** are involved with
performance excellence initiatives



Why Join Foundation Activity?

“Excellence is *Good Business*”

- **Internally**

- Demonstrates **leadership commitment** to excellence
- Provides **consistent structure** to evaluate organization
- Comprehensive **feedback** report
- Develops **internal experts**
- Employees take
ownership of continuous improvement
- Award process provides an **objective, professional evaluation** of your organization



“Results”

*Does
the Lincoln/Baldrige Process
Really Work?*



Illinois Div. of Child Support Enforcement

2005 & 2006 Lincoln Award Recipient in Government

- **Cultivating Continuous Improvement Environment**
 - 14 Days of training with leadership & management groups
 - Results:
 - Major communication & process issues resolved
 - Clear focus on direction of organization
 - Management development needs identified
- **Installing the Framework**
 - Examiner training & various workshops
 - Results:
 - 2005 - Received Lincoln Bronze Award
 - 2006 - Received Lincoln Silver Award
- **2006 - Recognized by national association**
as the most improved child support operation in the U.S.
- **2007- Recognized by the federal government** for excellence in performance
- **Return on Investment**
 - \$60,000 invested in Training & Assessment
 - \$6.9 million additional federal funds in 7 years due to improved efficiency



Sunny Fresh Food

1999 & 2005 Award Recipient in Manufacturing

Since receiving the 1999 Baldrige Award

- **Revenues are up 93%**
- **Market share has increased while competitors' has decreased by > 10%**
- **Customer satisfaction has remained near 100% since 2001**
- **Sales and profit per stakeholder (employee) have increased by 19%**



Texas Nameplate

1998 & 2004 Award Recipient in Small Business

Since receiving the Award in 1998,

- **Nonconformity to specs as a % of sales has dropped to 0.5% vs.. industry avg. of 2%**
- **Profitability has increased to > 40%**
- **Trimmed its production cycle from 14 days to 8 days**
- **Reduced its quote response time from 6 hours to < 2 hours**



Getting Started on a Journey to Excellence

- **Gain & Maintain Leadership Support.**
- **Establish a Clear Focus of where you want to go and a Measurement of Success.**
- **Orientation**
 - Understand the elements of the excellence framework
 - Understand core values and their role
 - Begin relating the framework to your organization
- **Organizational Self Assessment**
 - Compare your organization to the excellence framework
 - Further develop staff understanding
 - Develop buy in & ownership to Opportunities For Improvement



Getting Started on a Journey to Excellence



- **Plan of Action**
 - Debrief assessment results
 - Develop strategies to address Opportunities For Improvement
- **Mobilize & Move Your Organization into a Continuous Improvement Culture.**
- **Develop Internal Expertise on the Baldrige Criteria as a Lincoln Examiner.**



Journey to Organizational Excellence

A Plan for Achievement

Phase 1 *Cultivating the Environment*

Visionary Leadership

Managing & Accelerating Change

Communication Skills

Teamwork Skills

Problem Solving Skills

Action Plan Management

Personnel Development

- Pathways to Excellence
- Balance Scorecard
- Six Sigma/Lean
- Strategic Management Systems
- Strategic Planning
- Tools for Excellence
- Situational Leadership
- Facilitation Skills
- Managing a Diverse Workplace
- Etc.

Phase 2 *Installing the Framework*

Framework Orientation

Organizational Assessment

Champions of Excellence

Examiner Training

How to Write an Application

Application for Excellence & Feedback Report

Assessment to Improvement

Performance Management



Why use the Lincoln Award Process

- ***Objectivity***
- ***Solid expertise***
in ***organizational development***
- ***Broad experience*** through recipients
- ***Cross sector benchmarking***
- ***Passion for excellence***
- It's the ***most inexpensive*** –
yet the ***most beneficial consulting***
you can get for your organization



Resource Information

The Lincoln Foundation for Performance Excellence

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Illinois & The Lincoln Foundation

Together



**Driving Continuous Improvement
Through Communities of Excellence**



Baldrige Implementation

Sandy Churchill

*Vice President
Quality & Safety*

Pattie Skriba

*Director, Learning
& Organizational Effectiveness*

Advocate Good Samaritan Hospital

***2010 Recipient
The Lincoln Gold Award
“Achievement of Excellence”***

&

***2010 Recipient
Malcolm Baldrige National Quality Award***

