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The Baldrige Criteria are...



A structured approach to balancing the needs of the customer and the needs of the organization built around cycles of learning.

They are built upon a foundation of core values and concepts that set the context - behaviors and attributes - of organizations on their journey to performance excellence.



The criteria encompass seven interrelated common sense, though not common practice, areas that drive organizational excellence.



It starts with **Leadership** that sets the future direction,

expectations and values. They have the responsibility to develop employees to be the best that they can be. Leadership articulates and communicates why we exist today and how we wish to exist tomorrow. They are responsible for the health and well-being of the organization.



Leadership sets the future direction through **Strategic Planning**. Strategic Planning provides the roadmap to the future by

establishing goals, action plans and mile markers along the way.

Strategies are based upon **Customer and Market Focus** - current customers, future customers and non-customers. Knowledge gained by building long-term relationships provides intelligence on future needs.

Customer and market knowledge is based upon facts and data that are gathered and analyzed to drive future direction.



Measurement, Analysis, and Knowledge Management allows allocation of resources to meet the organization's strategy.

This ensures the organization has the right people at the right place at right time with the right skills to meet their strategies through **Workforce Focus**.



The organization is now ready to run its business - that which it knows best - through **Process Management** of its products, services, business and support from design through delivery.



Leading to predictable **Results** that come from strategies.