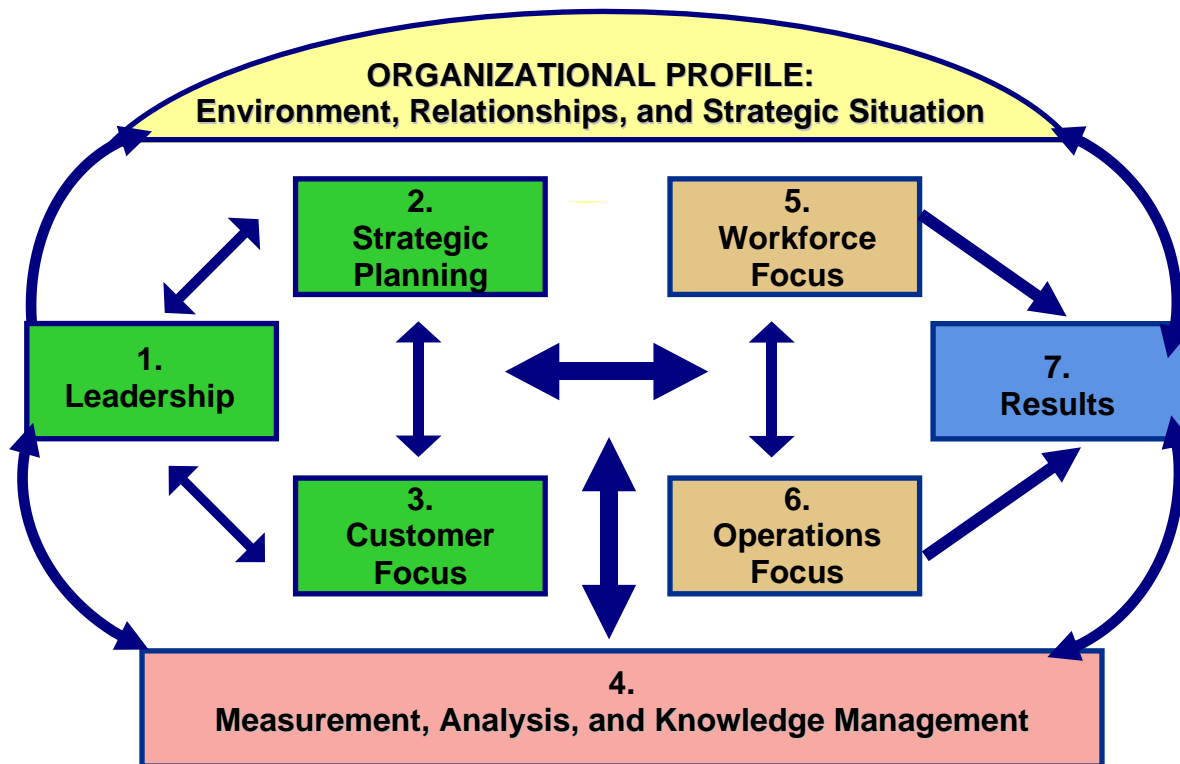


# The Criteria for Performance Excellence A Systems Perspective



## The Criteria for Performance Excellence Framework

The above Criteria for Performance Excellence framework provides a systems perspective for managing your organization to achieve performance excellence.

Your Organizational Profile (see top of figure) describes your organization and sets the context for the way your organization operates. Your organization's environment, key working relationships, and strategic situation — including competitive environment, strategic challenges and advantages, and performance improvement system — serve as an overarching guide for your organizational performance management system. When working with the Criteria, this is where you begin.

The seven Criteria categories include senior leaders' focus on strategic directions and customers. It means that you and your senior leadership team monitor, respond to, and manage performance based on your results. A systems perspective also includes using your measures, indicators, core competencies, and organizational knowledge to build your key strategies. It means linking these strategies with your work systems and key processes and aligning your resources to improve your overall performance and your focus on customers and stakeholders. Thus, a systems perspective means managing your whole organization, as well as its components, to achieve success.

## Synthesis, Alignment, and Integration

Successful management of overall performance requires organization-specific synthesis, alignment, and integration. Synthesis means looking at your organization as a whole and building on key business attributes, including your core competencies, strategic objectives, action plans, and work systems. Alignment means using the key linkages among requirements specified in the Criteria categories to ensure consistency of plans, processes, measures, and actions. Integration builds on alignment, so that the individual components of your performance management system operate in a fully interconnected manner and deliver your anticipated results.

The national Baldrige Performance Excellence Program first published the Criteria Framework in 1987 and continually improves it to meet changing business needs.