

List of Organizational Excellence Impact Papers

Submitted for distribution by the ASQ Quality Management Division
Organizational Excellence Technical Committee

Baldrige Award and Criteria Impact Papers

Wisner, J.D & Eakins, S.G (1994) A Performance Assessment of the US Baldrige Quality Award Winners, International Journal of Quality and Reliability Management, Vol. 11, No 2, pp 8-25

Taylor, C (1997) Baldrige Winners Learn that Quality Really Does Pay, Managing Service Quality, Vol. 7, No 2, pp 65-68

Ramasesh, R.V (1998) Baldrige Award Announcement and Shareholder Wealth, International Journal of Quality & Reliability Management, 1998, Vol. 3, No 2, pp 114-125

Handfield, R, Ghosh, S & Fawcett, S (1998) Quality Driven Change and Its Effects on Financial Performance, Quality Management Journal, Vol. 5, No 3, pp 13-30

Hendricks, K.B & Singhal, V.R (1999) Don't Count TQM Out: Evidence Shows Implementation Pays Off in a Big Way, Quality Progress, April, pp 35-42

Tai, L. S & Przasnyski, Z. H (1999) Baldrige Award Winners Beat the S&P 500: Study Shows Quality Results in Increased Shareholder Value, Quality Progress, April, pp 45-51

Wrolstad, M & Krueger, T (2001) Study Shows that Quality Pays Winners, The Quality Management Forum, Summer, Vol. 27, No 3, pp 11&14

Daniels, S (2002) Baldrige Study Says Quality More that Pays for Itself, Quality Progress, April, p 36

George, S (2002) Bull or Bear? : The Q100 Index Proves That If You Have Quality You'll Beat The Market, Quality Progress, 2002, April, pp 32-37

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Eriksson, H & Hansson J (2003) The Impact of TQM on Financial Performance, *Measuring Business Excellence*, Vol. 7, No 1, pp 36-50

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Davis, R.A (2005) Linking Firm Performance to the Malcolm Baldrige National Quality Award Implementation Effort using Multi-attribute Utility Theory, *Managerial Finance*, Vol. 31, No 3, pp 19-34

Badri, M, A, Selim, H, Alshare, K, Grandon, E, E, Younis, H & Abdulla, M (2006) The Baldrige Education Criteria for Performance Excellence Framework: Empirical Test and Validation, *International Journal of Quality & Reliability Management*, Vol. 23, Issue 9, pp 1118 - 1157

Grigg, N & Mann, R (2008) Rewarding Excellence: An International Study into Business Excellence Award Processes, *Quality Management Journal*, Vol. 15, No 3, pp 26-40

Cazzell, B & Ulmer, J (2009) Measuring Excellence: A Closer Look at Malcolm Baldrige National Quality Award Winners in the Manufacturing Category, *Journal of Technology Management & Innovation*, Vol. 4, Issue 1, pp 134-142

Baldrige Harvard Business Review Articles Regarding Baldrige

How the Baldrige Award Really Works David A. Garvin Nov 01, 1991.

Trial-By-Fire Transformation: An Interview with Globe Metallurgical's Arden C. Sims Arden C. Sims, Bruce Rayner May 01, 1992.

Theory of Business, Drucker, Peter, September-October, 1994

Balanced Scorecard and Quality Programs Robert S. Kaplan, Gaelle Lamotte
Mar 15, 2001.

Building a Best Practice Sharing Program That Works Lauren Keller Johnson
May 15, 2009.

Balanced Scorecard Report, September-October 2010, Vol. 12, No. 5 Sep 15,
2010.

Building Performance Excellence Around a Unified Management System at
USAMMA Michael Brazukas Sep 15, 2010.

Baldrige Harvard Business Review Case Studies

Paul Revere Insurance Co. (C): Competing For the Baldrige Award--The Malcolm
Baldrige National Quality Award Exercise Christopher W.L. Hart, Christopher
Bogan Nov 13, 1989

Granite Rock Co. James C. Collins, Dave Witherow Jan 01, 1992

Ritz-Carlton: Using Information Systems to Better Serve the Customer W. Earl
Sasser Jr., Thomas O. Jones, Norman Klein Oct 20, 1994.

ISSC Solution Center--Dallas: Transforming Software Development Sirkka
Jarvenpaa, Blake Ives Sep 08, 1995.

Wainwright Industries (A): Beyond the Baldrige Rosabeth Moss Kanter, Norman
Klein Feb 14, 1996.

AT&T's Transmission Systems Business Unit (A) Rogelio Oliva, James Quinn,
Elizabeth Keating Jun 15, 2004.

Fulton County School System: Implementing the Balanced Scorecard Monica
Lee, Robert S. Kaplan Jan 18, 2007.

EFQM Award and Criteria Impact Papers

Shergold, K & Reed, D,M (1996) Striving for excellence: how self-assessment

using the Business Excellence Model can result in step improvements in all areas of business activities", The TQM Magazine, Vol. 8 Issue 6, pp.48 – 52

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Samuelsson, P & Nilsson L.-E. (2002), Self-assessment Practices in Large Organisations: Experiences from using the EFQM Excellence Model, International Journal of Quality & Reliability Management; Vol. 19 No. 1, pp. 10-23.

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McCarthy, G. and Greatbanks, R. (2006), Impact of EFQM Excellence Model on leadership in German and UK organizations, International Journal of Quality & Reliability Management, Vol. 23 No. 9, pp. 1068-1091.

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Multi-Award Program Studies

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G.A. Bohoris, (1995) "A comparative assessment of some major quality awards", International Journal of Quality & Reliability Management, Vol. 12 Issue 9, pp 30 – 43

V.M. Rao Tummala & C.L. Tang, (1996) "Strategic quality management, Malcolm Baldrige and European quality awards and ISO 9000 certification: Core concepts and comparative analysis", International Journal of Quality & Reliability Management, Vol. 13, Issue 4, pp.8 – 38

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Vokuraka, R, J, Stading, G, L & Brazeal, J (2000) A Comparative Analysis of National and Regional Quality Awards, Quality Progress, August, pp 41-49

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Baldrige Books

Baldrige-Based Self-Assessments, American Productivity & Quality Center (Editor)

Quality Assessment for Healthcare: A Baldrige-Based Handbook, Ned, Ph.D. Barber (Ph.D.), Ned Barber

Insights to Performance Excellence: An Inside Look at the Baldrige Award Criteria, Mark L. Blazey

The Executive Guide to Understanding and Implementing Baldrige in Healthcare: Evidence-Based Excellence
Bodinson, Glenn; Kendall, Kay

Baldrige Award Winning Quality, 15th Edition: How to Interpret the Baldrige

Criteria for Performance Excellence (Baldrige Award Winning Quality), M. G. Brown

Keeping score: Using the right metrics to drive world-class performance, M. G. Brown

Baldrige 20/20: An Executive's Guide to the Criteria for Performance Excellence
Baldrige Performance Excellence Program

Failure Is Not an Option(TM): Six Principles That Guide Student Achievement in High-Performing Schools, Alan M. Blankstein

There Is Another Way! Launch a Baldrige-Based Quality Classroom
Margaret A. Byrnes & Jeanne C. Baxter

The Principal's Leadership Counts! Launch a Baldrige-Based Quality School,
Margaret A. Byrnes & Jeanne C. Baxter

Charting your Course, John Conyers and Rovert Ewy (Consolidated District 15,
2003 Baldrige recipient)

Take it to the next level: A story of the quest for quality and the Malcolm
Baldrige Award, Dale Crownover, et al

Quality-Centered strategic planning, J. R. Dew, J. R.

Journey to Excellence: How Baldrige Health care Leaders Succeed, Kathleen J.
Goonan, MD, Joeph A. Muzikowski, Patricia K. Stoltz

The Baldrige, C. W. L. Hart

Our Journey to Performance Excellence: The History of Quality at Saint Luke's
Health System, G. Richard Hastings

From Baldrige to the Bottom Line: A Road Map for Organizational Change
and Improvement, David W. Hutton

Baldrige User's Guide: Organization Diagnosis, Design, and Transformation,
2nd Edition Updated and Expanded for 2006, John Latham, John Vinyard

ASQ Education School Self-Assessment Guide to Performance Excellence:
Aligning Your School and School District with the Malcolm Baldrige Education
Criteria for Performance Excellence, LaBonte, Peter G.

The Executive Guide to Understanding and Implementing the Baldrige Criteria: Improve Revenue and Create Organizational Excellence, Denis Leonard & Mac McGuire

Malcolm and Me, How to Use the Baldrige Process to Improve Your School, Maurer Richard E.

The Baldrige assessor's workbook: How to perform the examiner's role for internal and external assessments, Castaneda-Mendez

On Becoming Exceptional: SSM Health Care's Journey to Baldrige and Beyond Ryan, Sister Mary Jean FSM

The Baldrige Workbook for Healthcare, Donald C. Fisher (Ph.D.), Bryan P. Simmons (M.D.)

Quality And Performance Excellence In Higher Education: Baldrige On Campus, Charles W. Sorensen (Editor), et al.

Leading your Healthcare Organization to Excellence, Patrice L. Spath

The Making of a World-Class Organization, Spong, E. David; Collard, Debbie J.

The Corporate Guide to the Malcolm Baldrige National Quality Award: Proven Strategies for Building Quality into Your Organization, Marion Mills Steeples

Business Excellence Awards: Strategies for Winning, Sunil Thawani

How to Implement your Assessment Findings

Ready for Anything: 52 Productivity Principles for Work and Life, David Allen

From Promise to Performance: A Journey of transformation at SmithKline Beecham, Robert P. Bauman, Peter Jackson, Joanne T. Lawrence

Juran Institute's Six Sigma: Breakthrough and Beyond, Joseph A. De Feo, William W. Barnard

Satisfaction: How Every Great Company Listens to the Voice of the Company, Chris Denove, James D. Power IV

Getting the Board on Board: What Your Board Needs to Know About Quality and Patient Safety, Yosef D. Dlugacz

Building Customer Loyalty: 60 Minutes Success Skill series, John Frazer – Robinson

Managing Radical Change: What Indian Companies Must Do To Become World-Class, Sumantra Ghoshal, Gita Piramal, Christopher A. Bartlett

Architect of Quality: The Autobiography of Dr. Joseph M. Juran, Joseph M. Juran

Juran's Quality Handbook, Joseph M. Juran, A. Blanton Godfrey

The Process Edge: Creating Values where It Counts, Peter G. W. Keen

Viable Vision: Transforming Total Sales into Net Profits, Gerald I. Kendall

This Isn't the Company I Joined: How To Lead In A Business Turned Upside Down, Carol Kinsey Goman

The Heart of Change, Real-Life Stories of How People Change Their Organizations, John P. Kotter, Dan S. Cohen

Management By Quality, Hitoshi Kume

The Game- Changer: How Every Leader Can Drive Everyday Innovation, A. G. Lafley, Ram Charan

The Toyota Way Fieldbook: A Practical Guide for implementing Toyota's 4Ps, Jeffrey K. Liker, David Meier

The Total Quality Corporation: How 10 Major Companies Turned Quality and Environmental Challenges to Competitive advantage in the 1990s, Francis McInerney, Sean White

The Six Sigma Way: How GE, Motorola, and Other Top companies Are Honing Their Performance, Peter S. Pande, Robert P. Neuman, Roland R. Cavanagh

Serious Play: How the World's Best Companies Simulate to Innovate, Michael Schrage

Customers for Life: How to turn That Onetime Buyer into a Lifetime Customer, Carl Sewell, Paul B. Brown

Wisdom from the World's Greatest Business Leader, Jack Welch

Winning, Jack Welch, Suzy Welch

The Leadership Triad: Knowledge, Trust, and Power, Dale E. Zand