

FINAL REPORT

ASSESSMENT OF LEADERSHIP ATTITUDES ABOUT
THE BALDRIGE NATIONAL QUALITY PROGRAM

Submitted to the
National Institute of Standards and Technology
Malcolm Baldrige National Quality Program

by
Booz Allen Hamilton

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EXECUTIVE SUMMARY

This assessment examined the attitudes and perceptions of senior leaders toward the Malcolm Baldrige National Quality Award and the Baldrige Criteria for Performance Excellence. The organizations included in the assessment ranged from Baldrige Award recipients who had the highest level of involvement with the program to those with little or no program involvement. In-depth telephone interviews and online and telephone surveys were used to collect feedback from senior leaders in these organizations.

The assessment found that throughout the country, the Baldrige Award enjoys very broad, positive recognition among leaders in each of the Baldrige Award-eligible sectors: manufacturing, service, education, health care, and small business. More than 70 percent of leaders surveyed among Fortune 1000 companies said they are likely to use the Criteria for Performance Excellence. Approximately 80 percent of respondents who attended the program's Quest for Excellence XV Conference said their organizations use the Criteria for Performance Excellence or intend to do so in the future.

In certain sectors, however, leaders' awareness of the Baldrige Award is much broader than it is deep. For example, in 50 to 80 percent of the education, health care and small business organizations surveyed, leaders had little or no familiarity with the Criteria for Performance Excellence. Leaders in these sectors also indicated varying degrees of uncertainty regarding the value of the Baldrige Award or the Criteria for Performance Excellence. Among Fortune 1000 companies, nearly 8 in 10 (primarily service organizations) said they did not intend to apply for the Baldrige Award in 2004.

Leaders most familiar and involved with the Baldrige Program suggested that the greatest barriers to organizations applying for the Baldrige Award or using the Criteria for Performance Excellence are:

- Lack of familiarity with the criteria and lack of adequate understanding of the Award; and
- Perceived complexity and cost of implementing the Criteria and applying for the Award.

These results point to opportunities for the program to address and resolve questions, issues and misperceptions with clear, strategic, targeted and measured communication. The assessment concludes with recommendations to accomplish such communication. These recommendations focus primarily on:

- Assessing the program's current marketing and stakeholder relations profile;
- Updating the program's marketing, promotion and/or outreach objectives to reflect current performance trends and drivers;
- Employing a targeted marketing and/or stakeholder relations strategy for achieving intended results; and
- Re-assessing levels of familiarity and perceived program value among target sectors/stakeholders.

INTRODUCTION

Booz Allen Hamilton Inc. (Booz Allen), under contract with the National Institute of Standards and Technology (NIST), has conducted an assessment of leadership attitudes about the Malcolm Baldrige National Quality Award (MBNQA) program and the Criteria for Performance Excellence. We are pleased to submit this final assessment report to NIST and are confident it will contribute valuable information and insight regarding the Baldrige Program's status, considerable strengths, and distinct challenges relating to leadership perceptions and attitudes in today's marketplace.

Booz Allen consulted closely with NIST to identify major questions of interest and methodological direction for the assessment. Several factors were influential in defining our priorities. First, there were two populations of major interest to NIST: recipients of the Baldrige Award, and participants in the Quest for Excellence Conference XV, held March 30 to April 2, 2003. Members of these groups had been involved with the program to greater and lesser degrees, and their contact information was readily available. Second, NIST wanted to know the attitudes and perceptions of leaders who were not involved in the program, those who were prospective Baldrige Award candidates. Contact information for these leaders was available only through marketing lists or custom-designed samples. Third, time frames for this assessment were subject to several external forces, including approval of survey questions from the Office of Management and Budget. We worked within these parameters and presented a briefing of preliminary results to the MBNQA Board of Overseers on December 17, 2003. This report includes the results of the leadership attitude assessment, as well as material prepared specifically to address several comments and questions raised during that briefing.

In preparation for this assessment, Booz Allen conducted a review of existing research and reporting on the Baldrige Program and leadership attitudes toward it. That review (submitted to NIST in July 2003) concluded that relatively little research has been conducted about leadership perceptions of the MBNQA or the Criteria for Performance Excellence. The research that exists, as expected, has been sponsored directly or indirectly by NIST, or supported by publications focusing on quality management issues. This review of existing research reinforced the need for a current assessment of leadership attitudes. A copy of the review is found in Appendix A.

OBJECTIVES

Our NIST clients agreed on the following research questions, which provided the general direction for the assessment. A few of the research questions explore leadership attitudes about performance generally. Most of the research questions approach the Criteria for Performance Excellence and the Baldrige National Quality Award as two separate issues and address each in relation to relevant leadership attitudes and actions.

- What do senior leaders perceive as their organizations' performance improvement needs?
- How do senior leaders perceive the Criteria for Performance Excellence?
- What factors influence senior leaders' decisions whether to use the Criteria?
- What factors have the most influence on successful implementation of the Criteria?
- How do senior leaders perceive the MBNQA?
- What factors influence senior leaders' decisions whether to apply for the MBNQA?
- What do senior leaders perceive as the factors contributing most to organizational results?
- What do senior leaders perceive as the greatest obstacles to achieving organizational results?

SUMMARY OF METHODOLOGY

Below are the assessment’s target audiences, assessment methods, and response results for each audience.

| Target Audience | Assessment Methods | Results |
|---|--|---|
| Past MBNQA recipients | Structured telephone interviews | 26 MBNQA in-depth, structured interviews |
| QE XV participants | Online survey: participant email list | 213 QE XV conference participants responses (39% response rate) |
| Fortune 1000 executives | Telephone survey: Wirthlin Omnibus interviews with Fortune 1000 executives | 150 Fortune 1000 executive interviews |
| Leaders from education, health care, and small business | Online survey: targeted commercial distribution lists | Education: 126 respondents (two lists: 2.3% response rate for the first, .08% response rate for the second) Health care: 62 respondents (2.7% response rate) Small business: 55 respondents (2.1% response rate) |

A description of the assessment methodology is found in Appendix B. Questions used in the interviews and surveys are found in Appendix C. Appendix D contains detailed results from the QE XV survey, and Appendix E contains detailed results from surveys of education, health care, and small business leaders.

KEY FINDINGS

TELEPHONE INTERVIEWS WITH AWARD RECIPIENTS

Preliminary analysis of interviews conducted with Baldrige Award recipients indicates several trends.

- First, recipients place very high value on the feedback they received from examiners. Many recipients said that while the Baldrige Award is the “icing on the cake,” they saw a comparable or even greater benefit from feedback received through the application and review process.
- Second, recipients expressed solid support for, and belief in, the Baldrige approach. They described the Criteria as unique, encompassing and well-founded, more than ample to address the performance needs of virtually any organization.
- Third, recipients observed that other organizations may hold misperceptions about the Award or the Criteria, particularly regarding the complexity of the Criteria, the need for and value associated with the application process and feedback, and the applicability of the Criteria to organizations in non-manufacturing fields.

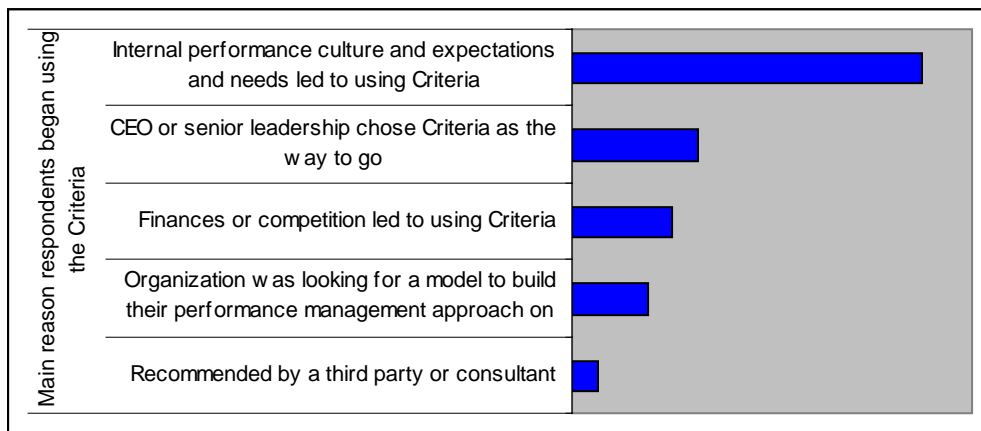
Assessment of Leadership Attitudes about the Baldrige National Quality Program

- Fourth, recipients expressed willingness to support the program in its stakeholder relations efforts, and suggested that increased marketing and promotion of the Award and the Criteria may offer significant benefits to the program.

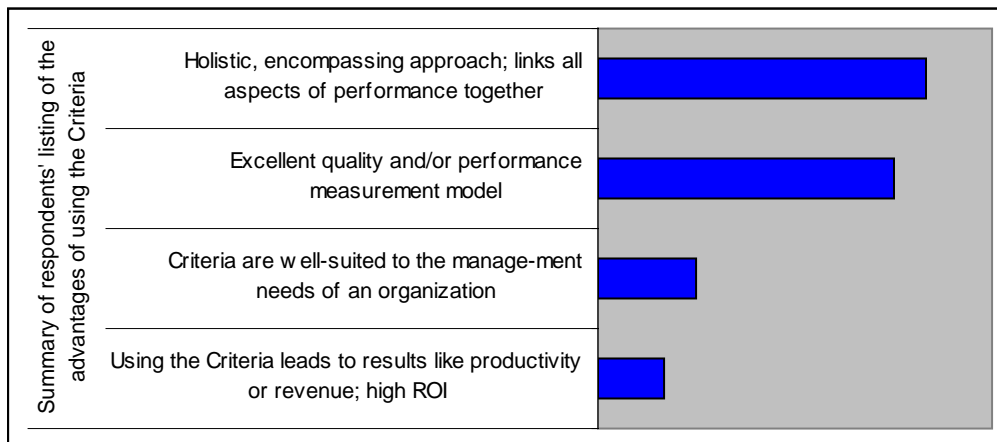
Below are a series of graphs that represent the **relative differences** among Baldrige Award recipient respondents, in terms of their attitudes toward the program and their perceptions of how other organizations see the program.

Interpretive Note: We have translated the qualitative information from Award recipient interviews into graph form only to emphasize the relative differences among certain attitudes and perceptions. The reader should not interpret these graphs as representing any group or population other than the 26 Award recipient respondents interviewed. To help prevent any misinterpretation and to focus attention on the relationship among responses, the graphs include no frequency data for each response.

Most Award recipient respondents said before discovering the Criteria their organizations were already focused, to a large degree, on improving their performance. They seemed primed to recognize and accept the Baldrige Criteria. This “predisposition” toward quality, most often associated with larger organizations, was the primary reason respondents said they began using the Criteria. Senior leadership commitment and support as well as other reasons are shown below.



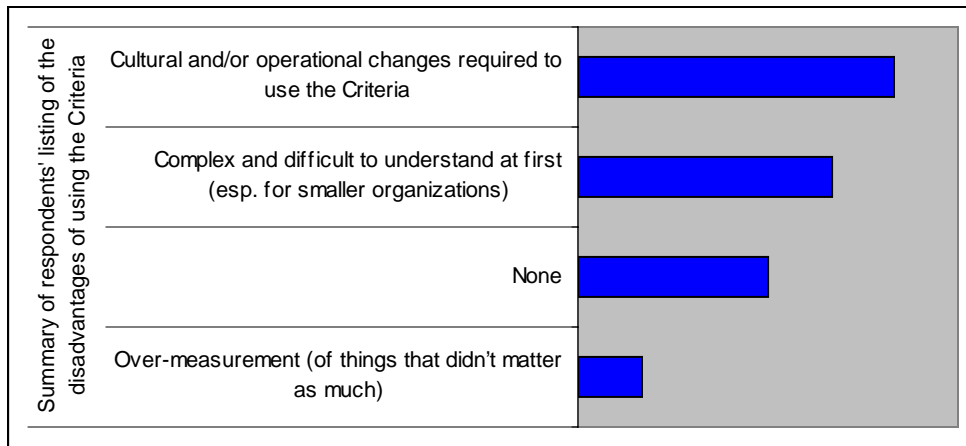
Award recipient respondents identified two major benefits or advantages of using the Baldrige Criteria. They were the Criteria’s ability to bring together all aspects of an organization’s performance into one strategic perspective and the recognition of the Criteria’s excellence as a model for performance measurement. Clearly, Award recipients understand the value of the Criteria to improve and link together business processes.



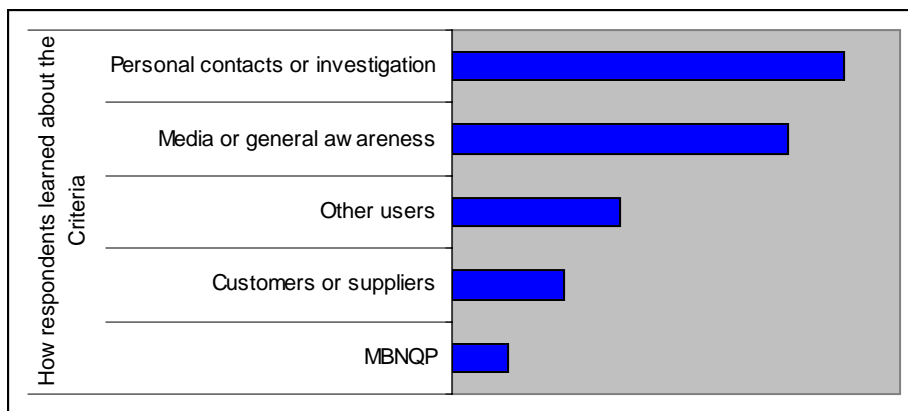
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Adopting the Criteria’s holistic perspective was challenging, according to respondents, both in terms of the cultural change and the learning curve required. Smaller organizations especially noted the difficulty in grasping the language or concepts described by the Criteria. Said one respondent, "filling out the application is a son of a gun – it’s long and tough to get people past that – to the value of the feedback."

Nevertheless, respondents were quick to point out that the Criteria became clear once they invested the time and persistence in reading and applying them. In fact, respondents were generally hesitant to assign any disadvantage to the Criteria at all. The “journey” of learning associated with the Criteria, as many put it, was the key benefit of using the Criteria in the first place.

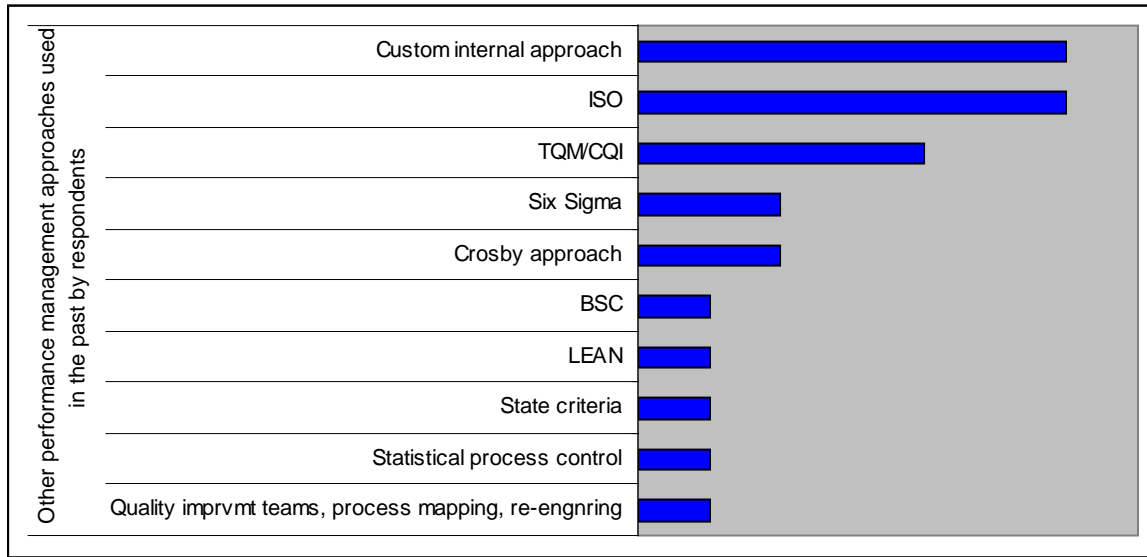


Respondents typically cited the personal contacts or investigations of their CEOs or senior leadership as how their organization learned about the Criteria for Performance Excellence. Many organizations, particularly those who won the Baldrige Award in the ‘80s or early ‘90s, seemed to be aware of the Criteria through the “quality revolution” and the accompanying notoriety of the Baldrige Award.



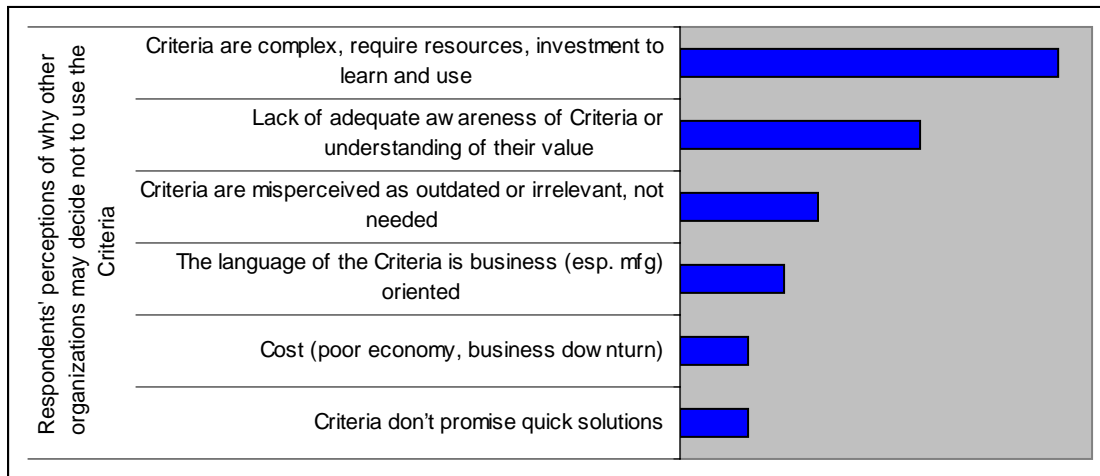
When asked whether their organization had used other performance approaches before using the Baldrige Criteria, respondents commonly cited at least one, often an internal approach designed by the organization itself. Virtually all respondents commented on how the Baldrige Criteria was the logical “next step” in their performance evolution, or how it helped tie together the various tools they had used previously.

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When asked why they thought other organizations may decide not to use the Criteria, respondents cited the Criteria's complexity and cost as the primary reasons. One sentiment expressed was that the Criteria were written for "NASA not a hotel chain."

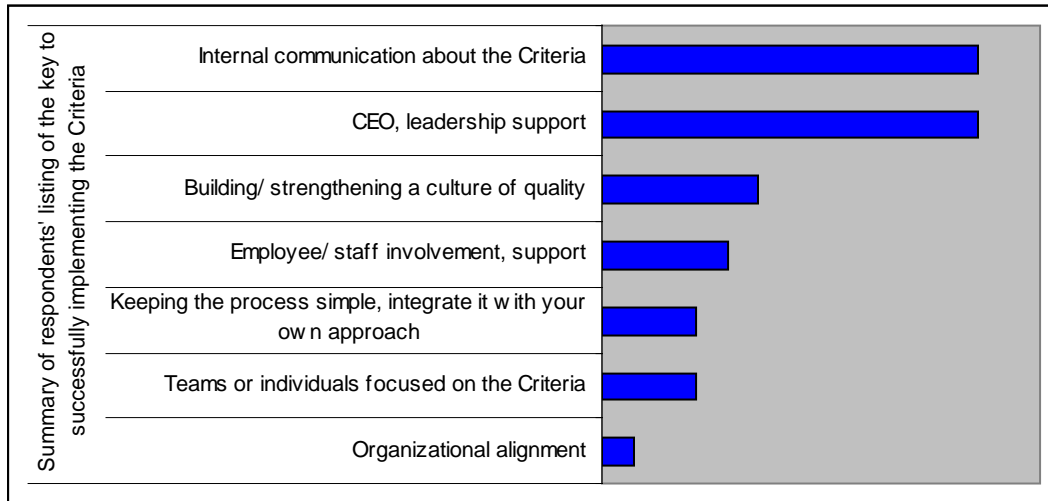
Lack of awareness of the Criteria and their value were next in importance. Echoing a perception that many respondents applied to the Baldrige Award as well, one organizational spokesperson said, "Baldrige is the best kept secret in town."



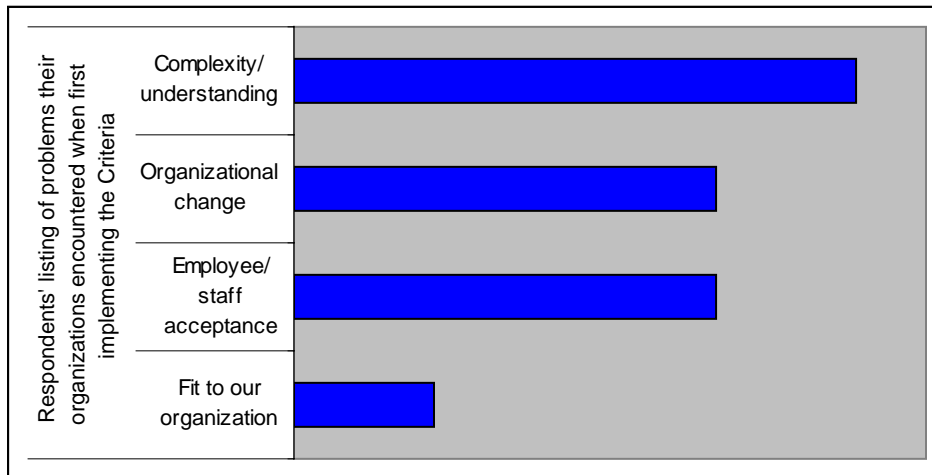
Respondents cited two main keys to success in implementing the Criteria for Performance Excellence: Senior leadership support and infusion of the Criteria into the organizational culture through internal communication and promotion. Leadership elicited the strongest responses: "It really came from the top, our CEO was passionate about improvement."

Other important aspects of implementation listed by respondents are listed below.

Assessment of Leadership Attitudes about the Baldrige National Quality Program



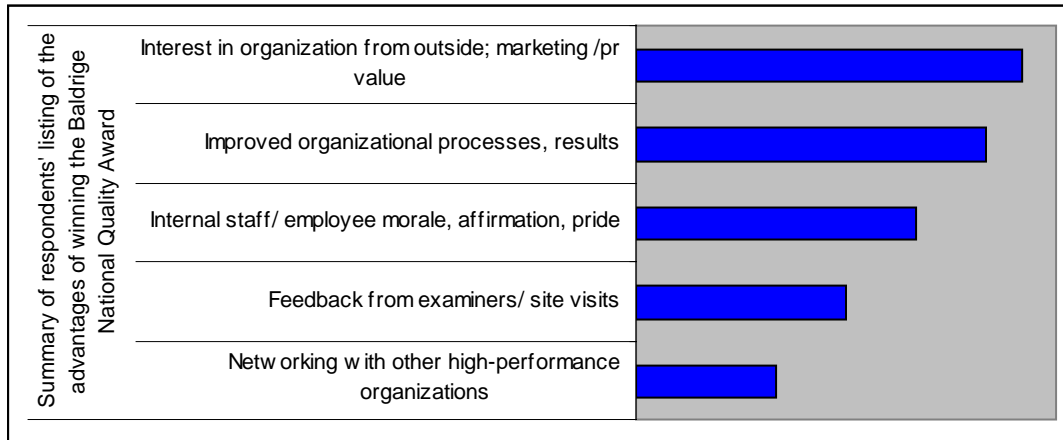
Respondents said the greatest problems they encountered when attempting to implement the Criteria were the learning curve associated with the Criteria themselves, the necessary culture change required to implement the Criteria, and acceptance of the Criteria among employees and staff.



When asked about the benefits or advantages of winning the Baldrige Award, respondents listed the marketing, publicity, and networking that accompany the Award as an overwhelming benefit. One respondent said, "The reward of it all has just been amazing. Being able to share and have validation of what's been happening and being able to reach so many more organizations that have had the same experience. Having opportunities to get out to places that probably would never have considered speaking to a small school district from Alaska."

It was clear, however, that the internal advantages of being an Award recipient were equally important, from the improvements in business processes and the corresponding business results, to the pride and morale boost from winning, to the feedback from the site examination process.

Assessment of Leadership Attitudes about the Baldrige National Quality Program



As expected, respondents found little of anything to describe as a disadvantage of receiving the Baldrige National Quality Award. Respondents' most common "drawback" was the dramatic rise in expectations of their performance as Award recipients. Many respondents said that once you're known as an Award winner, if you screw up, it's a "Baldrige-sized screw up." Respondents said they've heard the following backlash from customers or stakeholders: "This is not what I expect of a Baldrige recipient!" "Why are you chasing awards when the quality is not where it should be?"

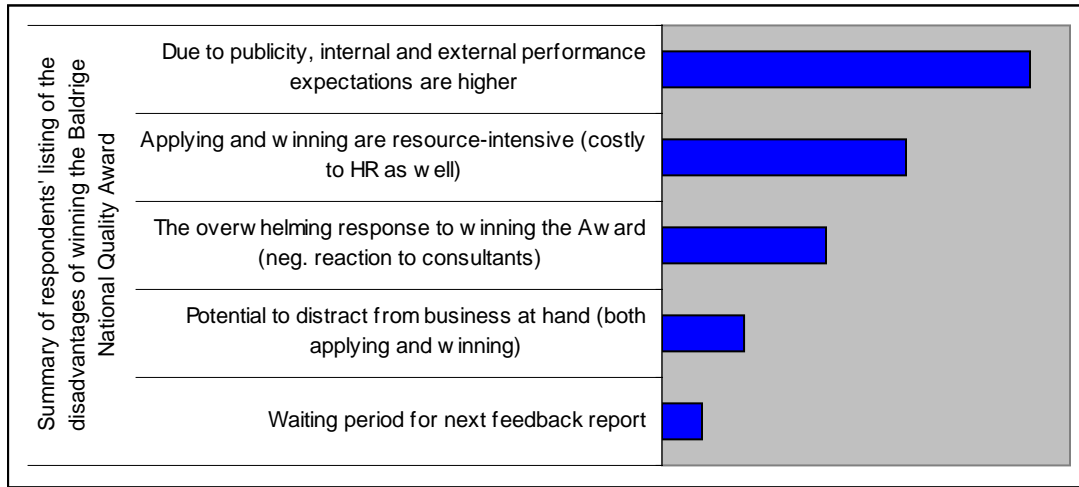
Respondents also noted the cost and resource-intensiveness of winning, including the travel and staff presence required. Several respondents (especially smaller organizations) talked about how the recognition of winning the Award resulted in valuable personnel being recruited away by other firms. The immediate deluge of requests for information and meetings were both unanticipated and overwhelming to some recipients, particularly smaller organizations. One recipient said that a drawback "especially for a small organization like us, is not being prepared for the overwhelming requests for information coming from all over the world...all we wanted was a feedback report!"

Many recipients reacted negatively to the widespread practice of consultants requesting information and then using that information in marketing their services to the Award recipient organization.

A few recipients noted the potential of the Award and the Award application process to "get in the way" of the whole intent of the Award – performance excellence. Several others lamented the fact that recipients must wait a long time before receiving another feedback report.

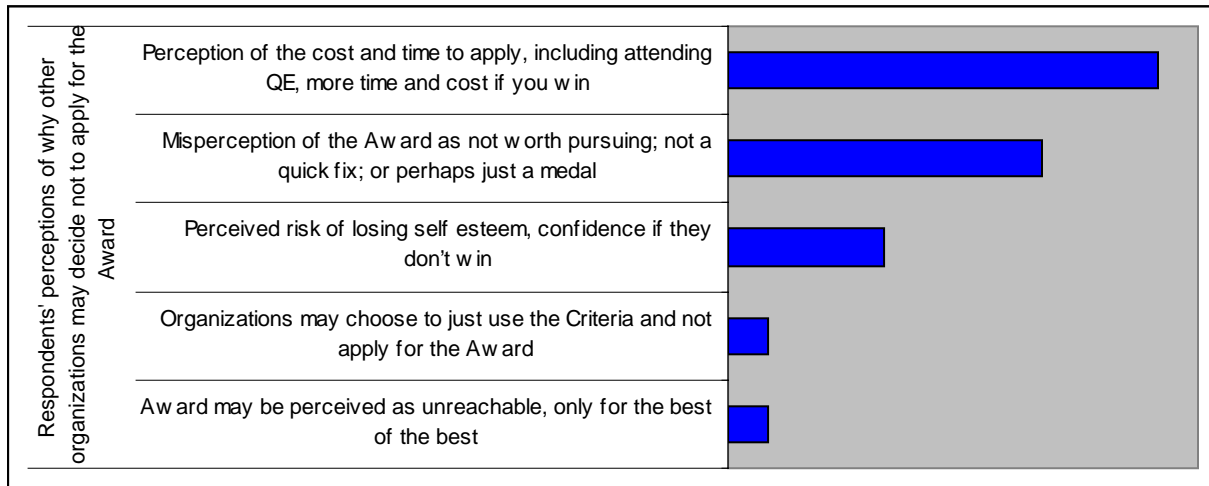
A health care organization spokesperson offered a unique perspective on receiving the Baldrige Award, explaining that they hadn't been able to leverage the value of the award as much as other more well-known companies. The organization's view was that consumers may better understand a list like the top 100 hospitals, but they don't understand the Baldrige Award or understand what it means for them.

Assessment of Leadership Attitudes about the Baldrige National Quality Program



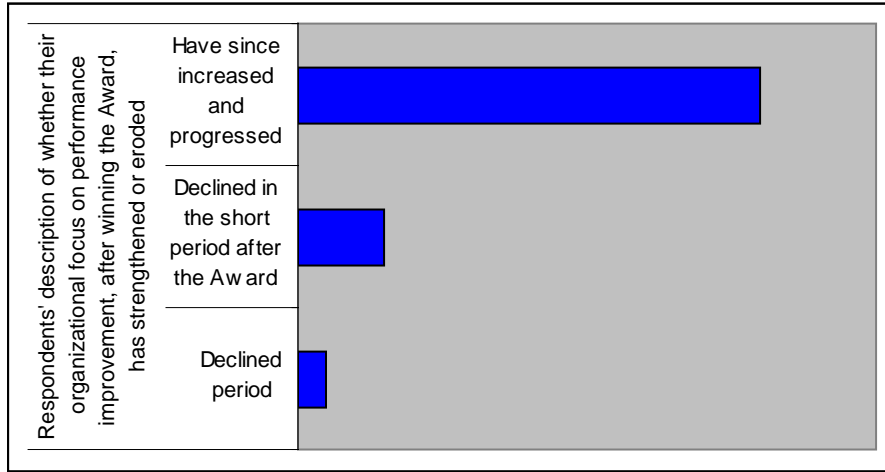
Respondents said that other organizations may think the Baldrige Award is too costly in terms of the time and resources it takes to apply. As with the Criteria, respondents also said that other organizations may misperceive the Award as not being relevant to today’s “quick fix” business environment. Other respondents said that organizations may just use the Criteria and ignore the Award, perhaps thinking that the Award is unattainable, a “Mount Everest” that isn’t worth the time and effort to pursue.

Some respondents suggested that the program should increase its marketing efforts, that someone needs to “figure out how to brand Baldrige.” Respondents seemed very willing to assist in any way they could.

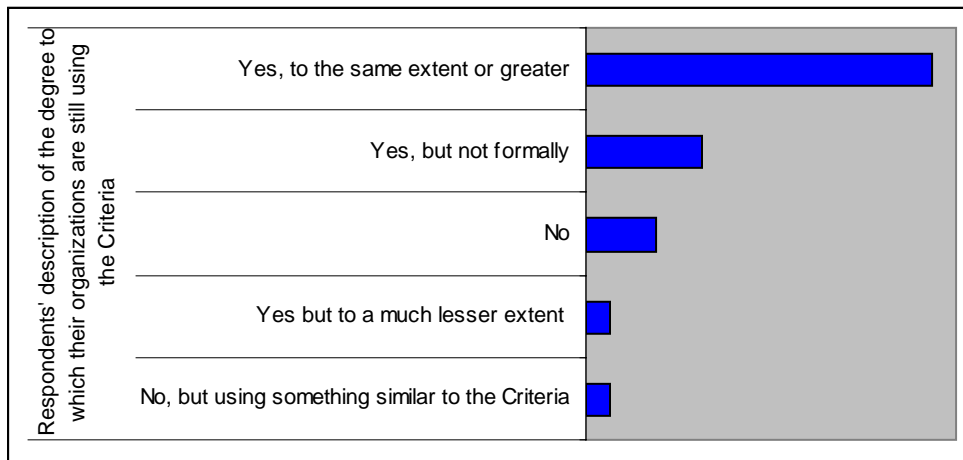


When asked about their organization’s attention to performance improvement after receiving the Baldrige Award, most recipients said they continue to focus on performance and have made progress since. Several said there was a drop in that level of attention shortly after receiving the Award. Of those, a few said they had rebounded and come back to exceed their former level of focus on performance excellence.

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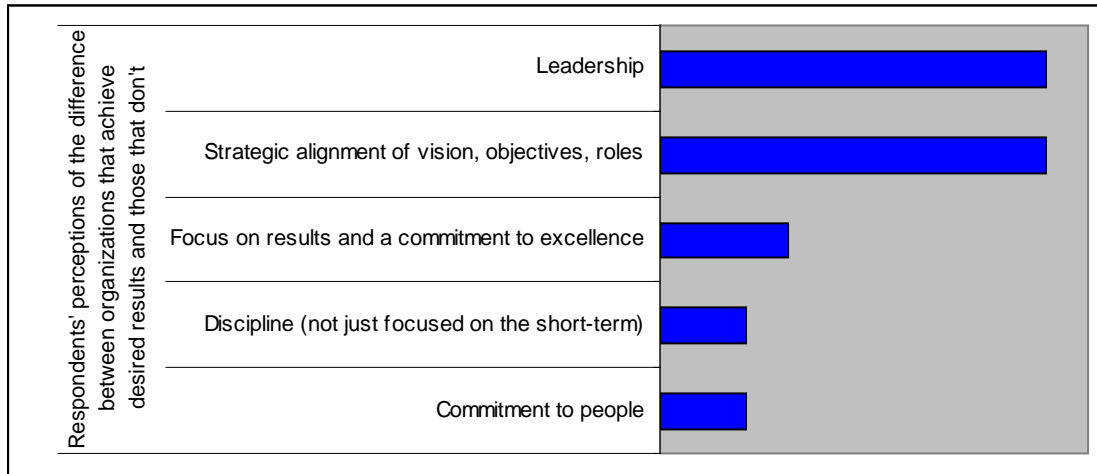


When asked whether their organizations still use the Criteria, most respondents answered in the affirmative. About half as many respondents said they use the Criteria informally or no longer use the Criteria. Reasons for not using the Criteria or using them less formally ranged from leadership changes to economic factors to organization-wide transformations.



When asked about the difference between organizations that achieve intended results and those that don't, respondents often cited the Criteria as having shaped their organization's perspective on the issue. Leadership and strategic alignment were most often mentioned. A results-focused commitment, discipline to plan for the long-term, and commitment to people were also mentioned.

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ONLINE SURVEY OF QUEST FOR EXCELLENCE XV CONFERENCE PARTICIPANTS¹

Nearly 8 in 10 (77 percent) Quest for Excellence XV Participant Respondents (QE Respondents) said their organizations use the Criteria for Performance Excellence to a moderate or greater extent. Eighty-four percent said their organizations will do so in the future.

Almost 4 in 10 (36 percent) QE Respondents reported a high or very high level of success in implementing the Criteria for Performance Excellence in their organization. About the same percentage (38 percent) rated their success implementing the Criteria as average.

QE Respondents cited the leading factors that they thought would discourage use of the Criteria for Performance Excellence:

| | |
|---|-------|
| Time/effort to understand | 65.6% |
| Lack of familiarity | 60.8% |
| Implementation/application complexity | 50.3% |
| Requirement of extensive CEO/leadership involvement | 34.4% |
| Belief that Criteria are tied to Award application | 30.2% |
| Low perceived value | 21.2% |
| Belief that the Criteria are not applicable | 19% |
| Cost of implementation | 15.9% |
| Preference for other approach | 14.8% |
| Other | 11.1% |
| Need for Board of Directors approval | 2.6% |

QE Respondents cited the leading factors that they thought would discourage application for the Baldrige Award:

¹ Note: The QE Participants survey included neither Baldrige Award recipients nor employees of the National Institute of Standards and Technologies

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| | |
|---|-------|
| Time/effort to understand | 61% |
| Implementation/application complexity | 51.9% |
| Requirement of extensive CEO/leadership involvement | 46% |
| Lack of familiarity | 45.5% |
| Belief that the Award is not applicable | 22.5% |
| Low perceived value | 20.3% |
| Preference for other approach | 15.5% |
| Cost of implementation | 13.4% |
| Other | 11.8% |
| Need for Board of Directors approval | 4.3% |

QE Respondents listed the factors they thought have the greatest influence on **successful implementation of the Criteria**:

| | |
|--|-------|
| Senior leadership commitment | 79.6% |
| Extensive CEO/senior leadership involvement | 76.3% |
| Effective internal communication of the Criteria | 49.5% |
| Employee buy-in | 48.9% |

QE Respondents listed the Criteria they think have the **greatest potential impact** on organizational **success**:

| | |
|--|-------|
| Leadership commitment | 66.5% |
| Strategic planning | 64.3% |
| Customer/stakeholder/patient/student focus | 59.5% |
| Analysis of performance data | 50.8% |
| Business process management | 48.1% |
| Employee/staff focus | 41.6% |
| Institutional knowledge management | 24.9% |

QE Respondents listed the Criteria they think pose the **greatest challenges** to achieving **results**:

| | |
|--|-------|
| Business process management | 44.3% |
| Analysis of performance data | 41.1% |
| Leadership commitment | 28.6% |
| Employee/staff focus | 28.6% |
| Strategic planning | 27.6% |
| Customer/stakeholder/patient/student focus | 25.4% |
| Institutional knowledge management | 20.5% |

QE Participants said the following materials or activities had **influenced their opinion** of the Baldrige National Quality Program:

| | |
|----------------------------|-------|
| Experience of past winners | 92.6% |
| QE Conference | 91.5% |
| State/local programs | 69.1% |
| Presentations | 68.7% |
| Booklets | 62.4% |
| Stock study | 50.5% |
| Regional conferences | 39.5% |

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Sixty percent of QE Respondents said their organization has used, at least to a moderate extent, performance standards other than the Criteria for Performance Excellence.

TELEPHONE SURVEY OF FORTUNE 1000 EXECUTIVES

More than 7 in 10 (71 percent) Fortune 1000 executive respondents said their companies are likely to use the Criteria for Performance Excellence. Slightly more executives from manufacturing organizations (76 percent) than service organizations (62 percent) reported they are likely to employ the Criteria. Similarly, those organizations with more than 10,000 employees (74 percent) are more likely than those with fewer than 10,000 employees (68 percent) to use the Criteria.

Executive respondents who said they are likely to use the Criteria for Performance Excellence give the following reasons for their intentions: The Criteria are **consistent and accepted** (46 percent of responses); and **having these measures helps our company** (31 percent of responses).

More specifically, the most common reason respondents gave was their organization’s commitment to performance or operational excellence. These executive respondents clearly associate the Criteria with performance excellence. Another top reason given was the perception that the Criteria represent good benchmarks or measurement standards. The third-most frequent reason given was the respondent’s organization already uses the Criteria.

The table below lists the most frequently cited reasons executive respondents gave as reasons they are likely to use the Criteria for Performance Excellence.

| Why executives said they are likely to use the Criteria for Performance Excellence | Manufacturing | Service |
|--|---------------|---------|
| We strive for performance/operational excellence | 18% | 14% |
| Good benchmarks/standards to measure against | 9% | 18% |
| We already use these Criteria | 15% | 11% |
| They are good operating principles/criteria | 9% | 7% |
| Quality/good quality measures are important | 6% | 9% |
| Not familiar with the Criteria for Performance Excellence* | 6% | 9% |
| We use our own/other methods to measure progress/performance* | 12% | 2% |

* While explaining that they were likely to use the Criteria for Performance Excellence, some respondents qualified their answers by noting that they are still generally unfamiliar with the Criteria, or that they currently use other performance measures or methods.

Executive respondents whose companies are not likely to use the Criteria for Performance Excellence explained that they **rely on their own standards or measures** already in place (29 percent); are **unfamiliar with the Criteria** (29 percent); or think the Criteria **do not apply or are not important** to them (15 percent). Nearly all companies reporting unfamiliarity with the Criteria are service companies.

In contrast to their expressed likelihood of using the Criteria for Performance Excellence, **nearly 2 in 10 (17 percent) Fortune 1000 executive respondents said their companies are likely to apply for the 2004 Baldrige Award.** Those companies that say they are very or somewhat likely

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to apply for the Baldrige Award tend to be the largest companies, with revenues of \$5 billion or more.

Conversely, nearly 8 in 10 (79 percent) Fortune 1000 executive respondents said their companies are unlikely to apply for the 2004 Baldrige Award. These companies tend to belong to the service sector, as opposed to manufacturing companies.

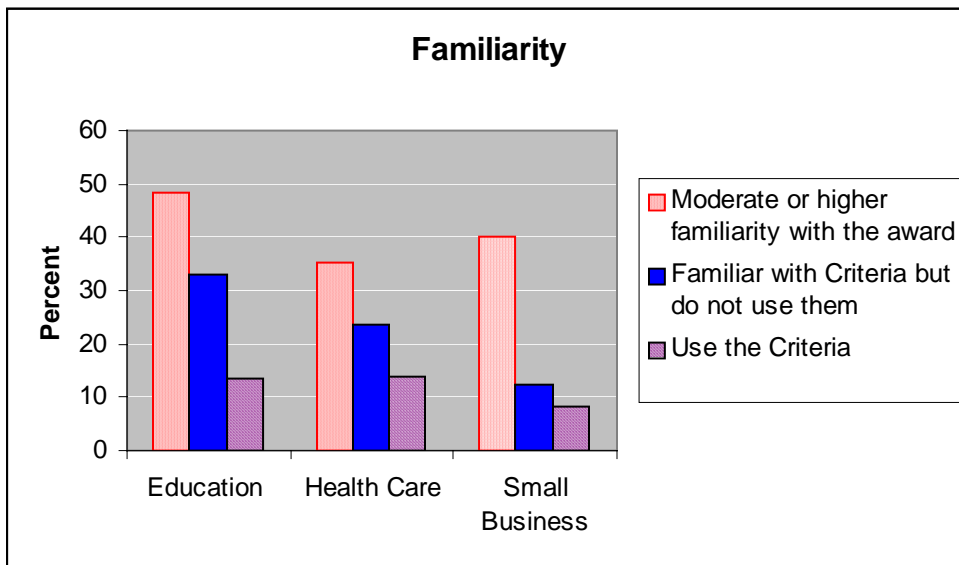
ONLINE SURVEYS OF EDUCATION, HEALTH CARE, AND SMALL BUSINESS LEADERS

Nearly one half of education leader respondents (48.2 percent) had a **moderate or high level of familiarity** with the **Baldrige National Quality Award**.

About the same percentage (**48.4 percent**) of education leader respondents were **familiar** with the **Criteria** for Performance Excellence. Of those, a third said they did not use the Criteria and about 13 percent reported using the Criteria in their work.

Health care leader respondents reported similar differences among familiarity with the Award, the Criteria, and use of the Criteria. **Small Business leader respondents**, however, showed a relatively greater lack of familiarity and use of the Criteria.

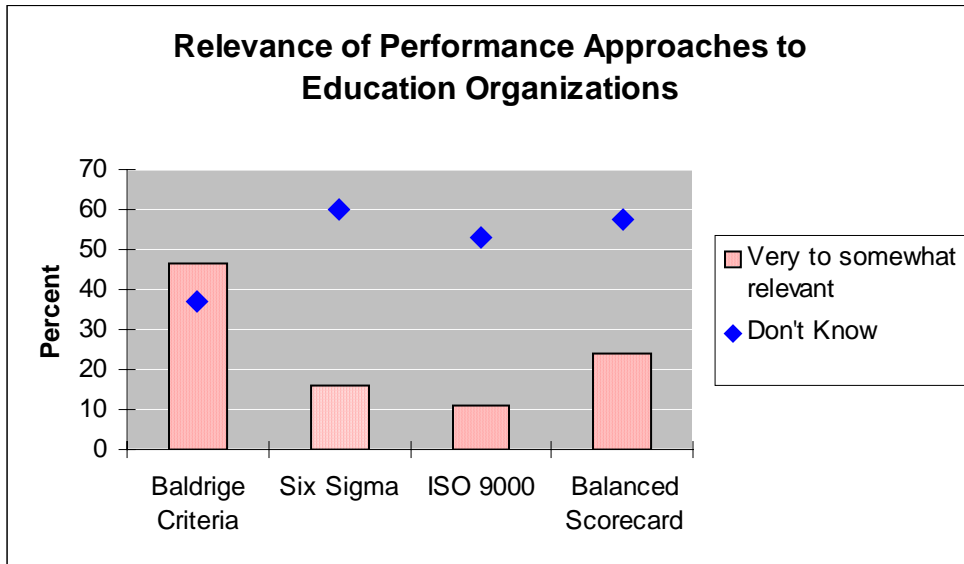
| Familiarity | | | |
|---|-----------|-------------|----------------|
| | Education | Health Care | Small Business |
| Moderate or higher familiarity with the award | 48.2% | 35.4% | 40.1% |
| Familiar with Criteria but do not use them | 33% | 23.5% | 12.2% |
| Use the Criteria | 13.4% | 13.7% | 8.2% |



Among education leader respondents, there are divergent views regarding the extent to which four well-known performance approaches are relevant to their field. Education leader respondents generally view the Baldrige Criteria for Performance Excellence as more relevant to their field than three other well-known performance approaches. On the other hand, there is a high level of uncertainty or unfamiliarity among these respondents about relevancy of the performance approaches in the first place. The Baldrige Criteria involve the least amount of uncertainty or unfamiliarity among the four approaches.

Relevance of Performance Approaches to Education Organizations

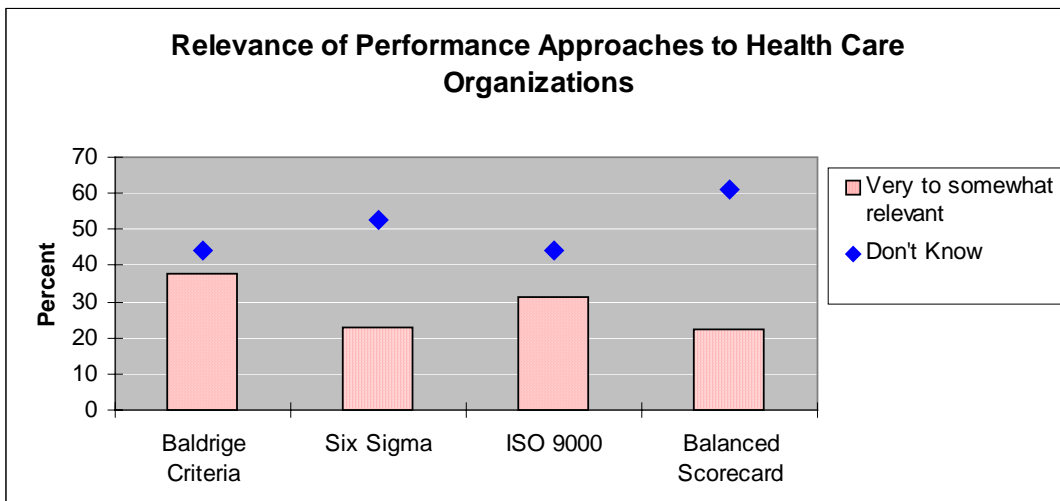
| | Baldrige Criteria | Six Sigma | ISO 9000 | Balanced Scorecard |
|---------------------------|----------------------|--------------|-------------|-----------------------|
| Very to somewhat relevant | 46.7 | 15.8 | 11 | 24 |
| Don't Know | 37.1 | 60 | 53 | 57.3 |



A similar set of divergent views, although less pronounced than among education leader respondents, exists among health care leader respondents. The Baldrige Criteria are seen as slightly more relevant than other performance approaches, yet a high level of uncertainty exists regarding the relevancy of all approaches in general.

Relevance of Performance Approaches to Health Care Organizations

| | Baldrige Criteria | Six Sigma | ISO 9000 | Balanced Scorecard |
|---------------------------|----------------------|--------------|-------------|-----------------------|
| Very to somewhat relevant | 37.7% | 23% | 31.2% | 22.1% |
| Don't Know | 44.3% | 52.5% | 44.3% | 61% |

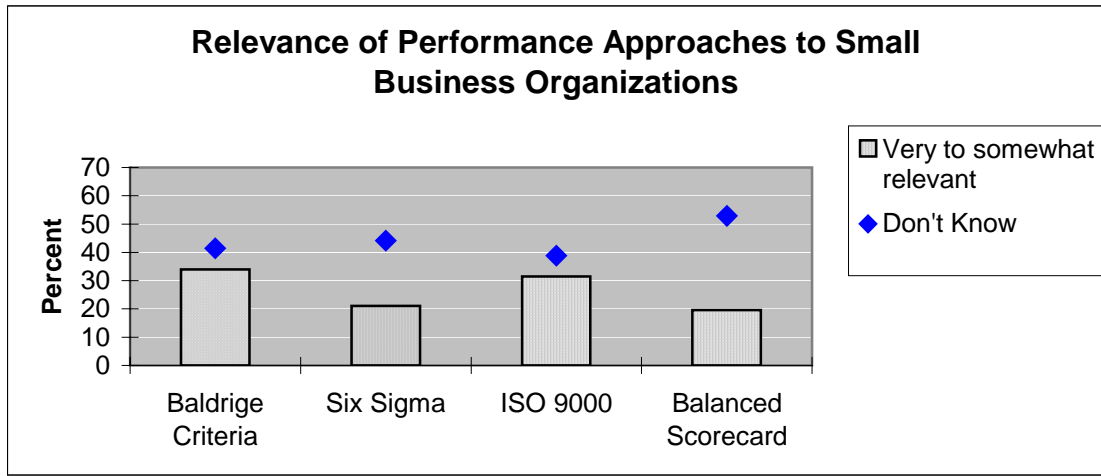


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Among small business leader respondents, there remains a set of divergent views about the relevancy of and uncertainty regarding four different performance approaches. The magnitude of these views is very similar to that observed among health care leader respondents.

Relevance of Performance Approaches to Small Businesses

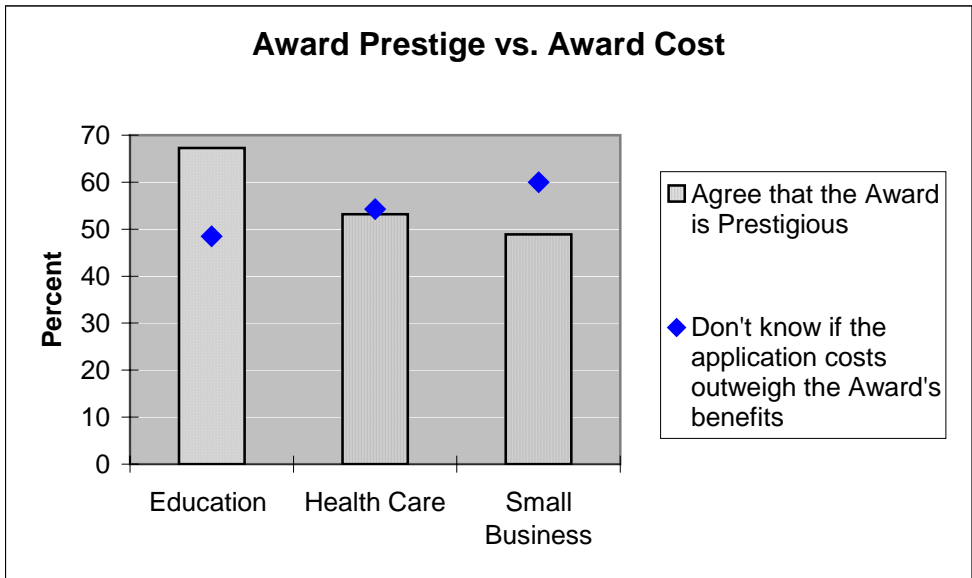
| | Baldrige Criteria | Six Sigma | ISO 9000 | Balanced Scorecard |
|---------------------------|----------------------|--------------|----------|-----------------------|
| Very to somewhat relevant | 34% | 21.1% | 31.5% | 19.6% |
| Don't Know | 41.5% | 44.2% | 38.9% | 52.9% |



Nearly 7 out of 10 education leader respondents, and about half of health care and small business respondents agreed that the Baldrige Award is prestigious. Between 49 percent and 60 percent of leader respondents across education, health care, and small business, however, also voiced uncertainty regarding whether the costs of applying for the Award outweigh the Award's benefits.

Award Prestige vs. Award Cost

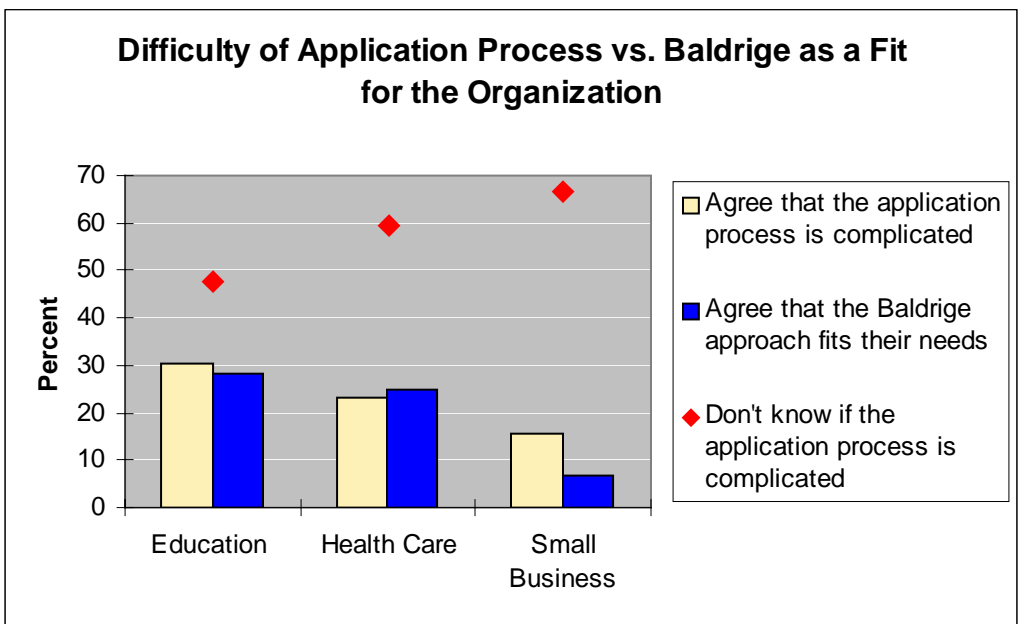
| | Education | Health Care | Small Business |
|---|-----------|-------------|----------------|
| Agree that the Award is Prestigious | 67.3% | 53.2% | 48.9% |
| Don't know if the application costs outweigh the Award's benefits | 48.5% | 54.3% | 60% |



When asked whether the Baldrige approach fits their organization’s needs, nearly 3 out of 10 education leader respondents agreed. About 2 out of 10 health care leader respondents, and about 1 out of 10 small business leader respondents agreed with the same question.

Roughly following this same pattern, leader respondents agreed that the Baldrige Award application process is complicated. A much higher proportion of leaders, however, expressed uncertainty regarding whether the application process is complicated.

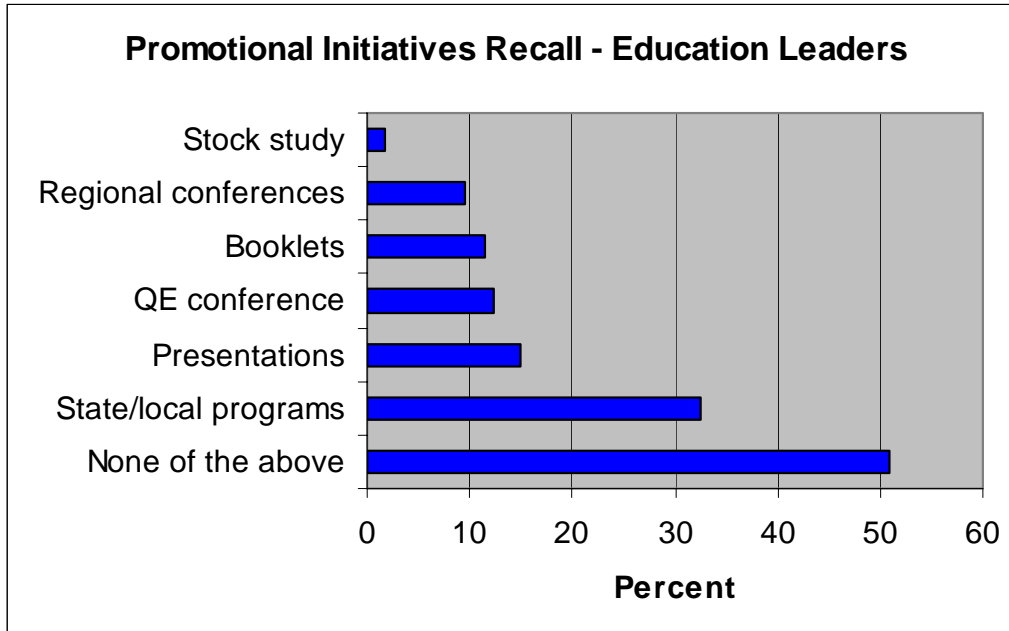
| | Education | Health Care | Small Business |
|--|-----------|-------------|----------------|
| Agree that the application process is complicated | 30.3% | 23.4% | 15.6% |
| Agree that the Baldrige approach fits their needs | 28.4% | 25% | 6.6% |
| Don't know if the application process is complicated | 47.5% | 59.6% | 66.7% |

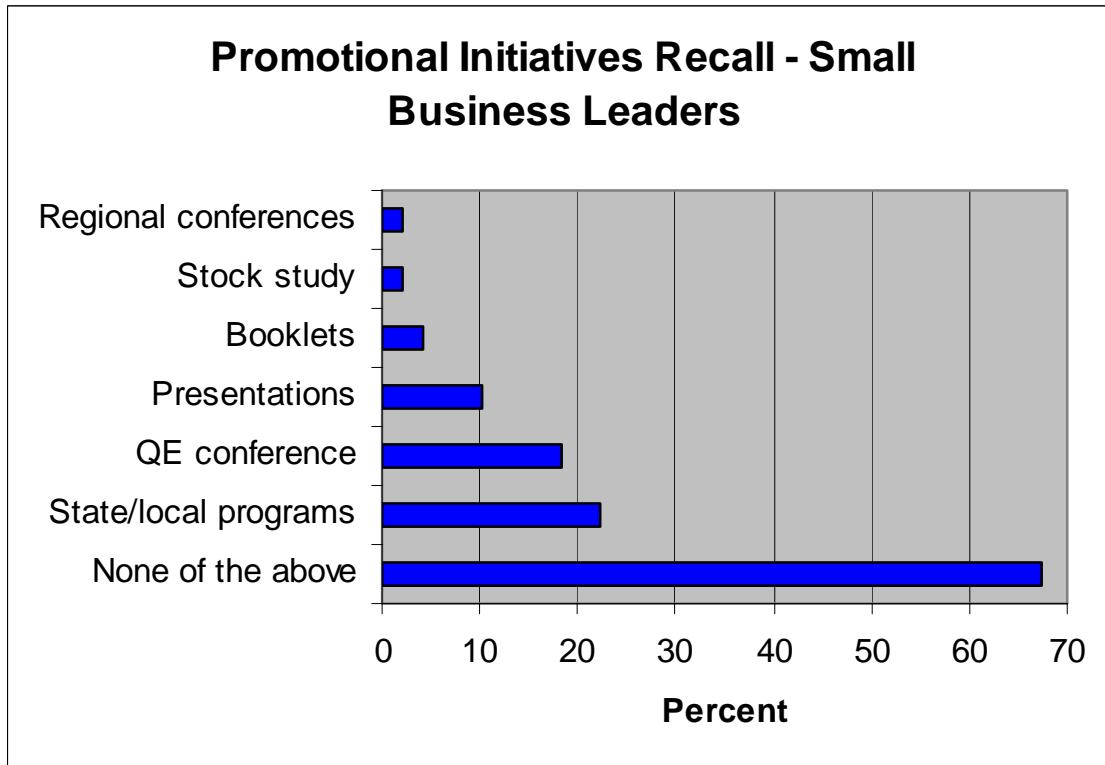
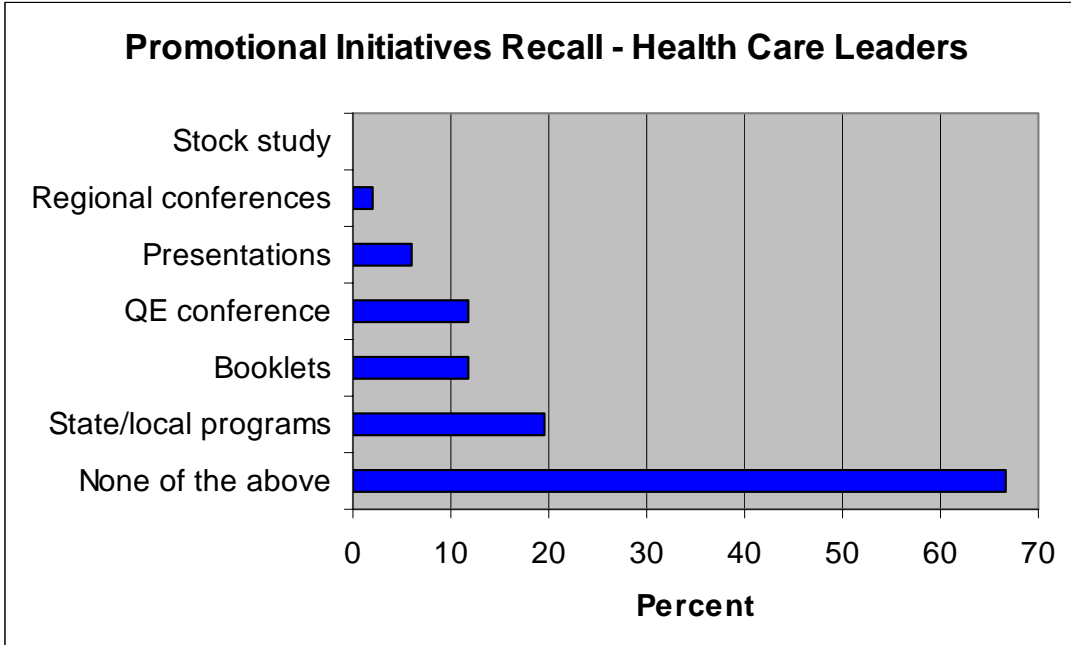


Assessment of Leadership Attitudes about the Baldrige National Quality Program

The surveys asked leader respondents from education, health care, and small business if they had heard or read about a series of Baldrige promotional initiatives or materials. The most frequently mentioned response was state or local quality programs, followed by the Quest for Excellence Conference, Presentations, Booklets, Regional Conferences, and the Baldrige Stock Study.

The most common response, however, was that respondents had neither heard nor read about any of the initiatives listed. This was especially true of health care and small business leader respondents; education leader respondents seemed relatively more aware of these initiatives.





CONCLUSIONS

The Malcolm Baldrige National Quality Award has achieved varying levels of identity and reputation among its stakeholders. Not surprisingly, those with a relationship to the program (i.e., Award recipients, QE conference participants, organizations that have used the Criteria for Performance Excellence and/or applied for the Baldrige Award) have the most understanding and most favorable perceptions. The program also enjoys a strong, positive reputation among its traditional stakeholders – manufacturing organizations.

There are indications that service organizations and sectors new to Baldrige eligibility are much less aware and are uncertain about the value of the Baldrige approach. For example, Award recipients perceive, from their interaction with other organizations, that there is a considerable lack of awareness and misunderstanding about the Criteria, and to some extent the Award, among these sectors.

The results of this assessment suggest a number of opportunities for the Baldrige Program. The program enjoys a positive reputation and a high level of credibility, even where there is little awareness of its details. State and local programs, Award recipients, and those involved in the program (QE participants, Award recipients, Award applicants, Criteria users) are potential sources of advocacy and direct or indirect support.

Stakeholders have identified specific questions, issues and misperceptions that the program can resolve with clear, strategic, targeted and measured communication. These questions and issues include (in summary):

- Awareness and understanding of the Criteria;
- The perceived complexity of the Criteria;
- The results expected from using the Criteria;
- The perceived cost and resource-intensiveness of using the Criteria and applying for the Award;
- The perceived and actual value of receiving the Award (as opposed to just using the Criteria);
- Understanding the relationship between the Criteria and the Award;
- How the program defines its identity and markets itself;
- How stakeholders learn about and interact with the program; and
- How the program communicates with and engages its stakeholders.

RECOMMENDATIONS

The findings of this report are the basis for the following recommendations to the Baldrige National Quality Program (MBNQP):

1. Assess the correlation between the report's findings and feedback from other sources (e.g., Board of Overseers comments, "off-line" recommendations from Award recipients, MBNQP leadership priorities).
2. Identify the implications of this report's findings for future program success.
3. Assess whether the issues raised by stakeholders and their corresponding implications for program policies and activities need to be addressed. If so, determine the priority of each issue as it pertains to the program.
4. Review current MBNQP marketing objectives and activities to ascertain whether they address the issues designated as priorities.

Assessment of Leadership Attitudes about the Baldrige National Quality Program

5. If current marketing activities are NOT designed to address the priority issues, identify resources and funding available to refine or adjust them accordingly.
6. At regular intervals, measure the performance of the program's marketing and communication activities to assess their effectiveness and continuous improvement.

APPENDIX A: DESCRIPTION OF ASSESSMENT METHODOLOGY

DESCRIPTION OF ASSESSMENT METHODOLOGY

Award Recipient Interviews

Booz Allen identified past award recipients and their contact information on the NIST “1988-2002 Award Recipients' Contacts and Profiles” Web site: http://www.baldrige.org/Contacts_Profiles.htm. We then reviewed each award recipient’s corporate Web site to verify that the contact information was correct and current. We attempted to identify a Baldrige spokesperson that could speak on behalf of each organization’s experience applying for and winning the Award; typically that person was a senior executive or quality director. Next, we further reviewed the past recipients’ Web sites to collect background information and any special recent developments prior to conducting the interviews.

We began placing phone calls to the past recipients to schedule interviews on Monday, November 3, 2003. Attempts to contact past award recipients continued until Monday, December 1, 2003.

When scheduling the interviews, we informed each organization of the purpose of the assessment, how long each interview would take (approximately 20 minutes), and answered any questions regarding Booz Allen’s role as a contractor and their contract representative at NIST. We found that many people were hesitant to speak with us regarding the Baldrige Award because past Award recipients frequently receive marketing calls from consultants. Several points of contact also indicated that they did not feel that they would be able to participate in the interview because they were either not employed with the company at the time they won, or the company had changed management or focus since winning the Award.

A few spokespersons indicated that they were unable to find time in their schedules to participate in an interview. For these individuals, we provided electronic copies of the interview questions. One representative completed and returned the questions to us.

We contacted representatives from two companies that had filed for bankruptcy (Armstrong World Industries, Inc. and Globe Metallurgical Inc.). These companies indicated that they did not want to participate in the interviews due to their financial status.

Of the points of contact listed on the Award Recipients' Contacts and Profiles Web site, six were no longer with their designated organization. We left several voice messages each for 14 other points of contact, but did not receive any response. The team made every effort to identify correct contact information for those points of contact that were unreachable. After several unsuccessful attempts to reach points of contact via telephone, we sent e-mail invitations to the six Award recipients with email addresses listed on the Web. One organization responded and agreed to an interview.

Ultimately, the team scheduled and conducted 26 interviews.

Quest for Excellence XV Survey

NIST provided Booz Allen with a MS Excel formatted spreadsheet of participants from the Quest for Excellence Conference XV. The original list included 925 names.

We conducted an initial sorting and data check to identify any NIST employees, past or current Award recipients, duplicate entries, invalid email address formats, or missing data. We excluded 169 names from the survey because they were either NIST employees and thus outside the scope

Assessment of Leadership Attitudes about the Baldrige National Quality Program

of our assessment, or past/current Award winners already contacted through telephone interviews. During this initial check, we corrected simple typographical mistakes in email addresses, deleted duplicates, and identified 17 companies that had one email address listed for multiple participants.

Next, we created a separate list for participants that did not have email addresses, but did have a phone number, and another list for those that had neither an email address nor a phone number listed. We placed phone calls to 57 participants who did have a phone number listed. We then performed Internet research on 25 other names that had neither a phone number nor email address. At the completion of the sorting and data check, the original list numbered 623 emails.

We launched the survey via an email invitation to the 623 participants on November 6, 2003. The invitation explained the purpose of the survey, directed participants to the survey, and asked them to forward the survey to members of senior leadership within their organization. One hundred-eight emails were returned as undeliverable. The team re-verified the spelling of several of the email addresses, conducted further research, and called several more participants in an attempt to deliver the survey invitation to all 623 names. We made further corrections to 24 email addresses, while 84 remained undeliverable. The undeliverable emails included participants who no longer work for the company, companies that appear to no longer be in business and participants whose servers rejected the email as spam, or whose inboxes were full and could not accept messages. Ultimately, our QE XV conference participant email sample totaled 539 valid, delivered emails.

We distributed two reminder emails throughout the course of the administration of the survey. The first was sent on November 18, 2003, the second on December 1, 2003. The response rate prior to the first reminder email was 22 percent. After sending the initial reminder, the response rate increased to 28 percent. The survey closed on December 3, 2003, with an overall response rate of 39 percent.

Fortune 1000 Executive Survey

To reach manufacturing and service organizations with little or no known past involvement with the program, we included questions on the quarterly omnibus telephone survey conducted by WirthlinWorldwide. The Wirthlin survey comprised results of 150 telephone interviews conducted with leading executives in Fortune 1000 companies, including CEOs, Chairmen/Executive Vice Presidents, and Vice Presidents/Directors.

Telephone interviews occurred during the daytime hours between October 8 and November 4, 2003. Interviews averaged 14 minutes in length. The following are demographic breakouts of the respondents:

- 63 percent were male, 37 percent were female.
- 47 percent represented service companies, 23 percent represented high-tech companies, and 30 percent represented manufacturing companies.
- 35 percent were from the Midwest, 28 percent were from the Northeast, 22 percent were from the South, and 13 percent were from the West region of the United States.
- 57 percent represented companies with 10,000 or more employees, 43 percent had less than 10,000 employees.
- 14 percent had sales of \$10 billion or more, 15 percent had sales of \$5-10 billion, 65 percent had sales of \$1-5 billion, and 5 percent had sales of less than \$1 billion.

Education, Health Care, and Small Business Online Surveys

To reach education, health care, and small business organizations with little or no known past involvement with the program, we purchased the services of the following targeted, commercial email lists:

- Small Business Executives
 - Members of corporate management in finance, transportation, food manufacturing, mining, and industrial manufacturing
- Principals and School Administrators
 - School administrators, superintendents/assistant superintendents, school board members
- College Planning & Management Executives
 - Executive level and purchasing level business vice presidents, directors, managers and supervisors
- Health Care Executives
 - Primarily hospital executives, most of who are at the hospital administrator or vice president level

During November 2003, we conducted online surveys to members of these lists. The commercial lists we used for this assessment have a historic click-through rate, or response rate, that is comparable to the industry average response rate for email list surveys, which is around one to two percent. For this assessment, we achieved response rates higher than average for most of the lists. For education we had 126 respondents (for the two education lists used: 2.3 percent response rate for the first, .08 percent response rate for the second). For health care we had 62 respondents (2.7 percent response rate) and for small business we had 55 respondents (2.1 percent response rate).

APPENDIX B: REVIEW OF EXISTING RESEARCH

Secondary Research Results: National Institute of Standards and Technology (NIST)/Malcolm
Baldrige National Quality Award (MBNQA) Study

Perceptions Regarding the Performance Excellence Criteria:

NIST Press Release (1998). The Nation's CEOs Look to the Future.

Retrieved July 7, 2003, from http://www.baldrige.nist.gov/ceo_rpt.htm.

The spring 1998 survey of 308 chief executive officers (CEOs) by Louis Harris & Associates, Inc. found, "Significant portions of the CEOs believe that the Baldrige criteria and awards are extremely or very valuable in stimulating both improvements in quality in U.S. companies (79 percent) and improvements in the competitiveness of U.S. businesses (67 percent). Relatively few believe they are "not very valuable" or "not valuable" in improving quality (11 percent) or competitiveness (23 percent)."

Author Unknown (2001). A Secret Success. *Restaurants and Institutions*, September 15, 2001.

A CEO of a previous Baldrige award winning company credited the Baldrige criteria for much of his company's success today. "I would really hate to operate without these business principles," he said. "It brings better employee relationships, better relationships with operators and with customers. It just makes a world of difference."

Ettorre, B. (1996). Is The Baldrige Still Meaningful? *Management Review*, March 1996.

"The Baldrige criteria are being disseminated far and wide to enterprises (including agencies of the U.S. government and the military) that have little intention of ever applying for the award. They use the criteria as a self-assessment tool. Beyond striving for the prize itself, companies are finding that the real value of the Baldrige criteria is their continued use in strategic improvement, says Fisher, author of *Measuring Up to the Baldrige: A Quick & Easy Self-Assessment Guide for Organizations of All Sizes* (AMACOM, 1994)."

Perceptions Regarding the MBNQA:

Knotts, U.S., Parrish, L.G., Evans, C.R. (1993). What does the U.S. Business Community Really Think about the Baldrige Award? *Quality Progress*, May 1993.

Quality Progress magazine conducted a survey in 1993 to determine the effect that the MBNQA has had on fostering quality management practices, as well as to gauge perceived value of the award and the criteria. Survey respondents included the three categories of organizations that were entitled to compete for the award in 1993. Results of the survey showed that the majority of respondents agreed that the award is useful and that the criteria improve their competitive position. Respondents showed varying levels of agreement concerning the cost of the application process.

Hart, C.W.L. (1993). What's Wrong – and Right – with the Baldrige Awards. *Chief Executive (U.S.)*, Nov-Dec 1993.

"Think the Baldrige process is too complicated, too expensive, or too time-consuming? Join the crowd. But some companies find the award's criteria to be a valuable diagnostic tool--whether they run the quality gauntlet or not."

“Others--perhaps fueled by negative press coverage of Baldrige--rattle off a litany of criticisms: It costs too much to apply for the award, the prize is not a reliable predictor of financial performance, companies with poor product quality have won.”

“There is no relationship between Baldrige scores and financial performance or long-term planning.”

“The Baldrige application is hard to read, understand, and complete, making it too costly to apply for the award.”

“Baldrige judges the nature of a company's TQM and quality improvement processes, not the quality of its products or services.”

“Baldrige represents an additional workload for executives already straining to coordinate a host of other improvement initiatives.”

Zemke, R. (1991). *Bashing the Baldrige. Training, February 1991.*

“Last September *Training* began to collar [collect and interview] people with opinions or complaints about the Baldrige Awards. The most frequently repeated criticisms we heard: 1) The Baldrige is the best award money can buy. 2) The criteria are flawed and biased. 3) The application and review process is cumbersome and prone to mistakes. 4) The whole thing has turned into a consulting boondoggle.”

In the conclusion of the article, Zemke offers suggestions of areas that need improvement, “there appear to be four problems with the current Baldrige program. First, there is significant confusion about the award, its purpose and the route to winning it. Second, the short time cycle of the award process is partly to blame for the circus atmosphere surrounding the Baldrige. Third, the suspicion that the award program is becoming consultant-driven needs to be dealt with. Finally, the application form and instructions are still daunting.”

Factors Influencing Application for the Award

Author Unknown (1990). *Winning the Baldrige Award Provides Competitive Edge, Shows Survey of Executives. Business America, June 18, 1990.*

A study conducted by the Opinion Research Corporation (ORC) in 1990 showed that winning a prestigious national award for quality makes a difference to U.S. executives when choosing a supplier. Eighty-seven percent of executives surveyed said that it would increase their desire to do business with a company if that firm had won an award for quality, such as the Malcolm Baldrige National Quality Award; 38 percent said it would increase their desire a great deal. Opinion Research Corporation conducted this study, the first in a series monitoring executives' views on quality, in January and February 1990 among 550 executives in the top 1,000 U.S. corporations. Fifty-three percent of executives studied had heard of the Baldrige Award and 22 percent said their company would likely apply for the Baldrige Award in the next five years.

Adams, G., McQueen, G., Seawright, K. (1999). *Revisiting the Stock Price Impact of Quality Awards. Omega, December 1999.*

Kevin Hendricks and Vinod Singhal's study, “The Impact of Total Quality Management (TQM) on Financial Performance: Evidence from Quality Award Winners,” March 2000,

shows evidence that firms that win quality awards are further rewarded with a stock price increase on the day of the award announcement, suggesting that companies might apply for the award based on potential future earnings.

Zemke, R. (1997). The Little Company that Could. *Training*, January 1997.

Zemke quotes a previous award winner who admitted, “Originally we saw winning the Baldrige as a great marketing coup. That certainly propelled us through our first application in 1991.” But that motivation changed as CRI began using the Baldrige framework to make fundamental changes in the way it managed its business.

Blodgett, N. (1999). Service Organizations Increasingly Adopt Baldrige Model. *Quality Progress*, December 1999.

“Community Consolidated School District 15 (CCSD 15), the second largest elementary school district in Illinois, also adopted the Baldrige criteria. CCSD 15 found the process of applying for the award and receiving a feedback report identifying its opportunities for improvement so valuable that it reapplied for the award in 1999. It plans to reapply every two years, according to Robert Ewy, the district’s director of planning, staff development and quality programming.”

Factors Influencing Use of the Criteria

Blodgett, N. (1999). Service Organizations Increasingly Adopt Baldrige Model. *Quality Progress*, December 1999.

“Service-based organizations, such as schools, hospitals and government agencies, are adopting the Malcolm Baldrige National Quality Award (MBNQA) criteria model of high performance for many reasons: to gain a competitive advantage, enhance their image, improve their overall performance and ultimately help them achieve excellence.”

Author Unknown (1997). Solectron wins Baldrige – CM is First Company to Receive Award for Manufacturing Twice. *Electronic Buyers News: 94*, October 27, 1997.

“We [Solectron] adopted the Malcolm Baldrige National Quality Award criteria back in 1989 and have been using it to drive our business processes worldwide. The positive results of using the Baldrige processes are evidenced by our continual business growth and record financial performance.”

Hart, C.W.L. (1993). What’s Wrong – and Right – with the Baldrige Awards. *Chief Executive (U.S.)*, Nov-Dec 1993.

“Not long ago, I [the author] met with the senior executive team at a hospitality chain to discuss Baldrige and its uses. The chief financial officer told me Baldrige actually would be dangerous to his firm. With all the other important initiatives the company was working on, he said, it would be irresponsible to think about adding an award application to executives' sky-high “in” boxes. “We're already overloaded, and people in the trenches are gagging,” he added. “We just can't take on one more thing right now.” The others in the room voiced their agreement.”

Bemowski, K., Stratton, B. (1995). How do People Use the Baldrige Award Criteria? *Quality Progress*, May 1995.

Quality Progress magazine conducted a survey in January 1995 to find out how the Malcolm Baldrige National Quality Award (MBNQA) criteria are being used. The survey was administered to a randomly selected sample of those who have requested a free, single copy or have purchased bulk copies of the criteria between 1992 and 1995. Of the sample of 3,000 individuals, 840 responded to the survey. Three findings are worth

highlighting: 1. The criteria are being used primarily to obtain information on how to achieve business excellence. 2. The criteria's usefulness, overall, has met or exceeded users' expectations. 3. The criteria are used by a broad spectrum of companies and organizations. Most respondents indicated that they were satisfied with the criteria's usefulness in improving existing processes, conducting courses or seminars, performing self-assessments, and communicating with others in their companies.

Over 18 percent of the respondents indicated that their companies never used the criteria after requesting them (the survey gave no indication of why they did not use them).

Seventy percent of those who did use them said that the criteria were used as a source of information on how to achieve business excellence; other common uses included applying the criteria as a tool to set up quality processes throughout the company (48.8 percent) and as a common language to communicate with others inside their company. One quarter indicated that they used the criteria to apply for an award (Baldrige, state, local or other).

The survey also revealed that 77 percent of those requesting copies of the criteria were in managerial positions. The rest were non-managerial or outside consultants. Most respondents indicated that they were satisfied with the criteria's usefulness in improving existing processes, conducting courses or seminars (e.g., training), performing self-assessments, and communicating with others in their companies. The one area that appears to represent an opportunity for improvement is in facilitating and sharing best practices information among organizations. This is evidenced by the finding that the criteria were infrequently used to communicate with outside organizations, whether they be business partners, other companies, or public-sector institutions.

Senior leaders in business, education, government and healthcare organizational performance needs

Weinstein, L.B., Petrick, J.A., Saunders, P.M. (1998). What Higher Education should be Teaching About Quality, but is not. *Quality Progress*, April 1998.

“The need to gain a competitive edge in a changing global marketplace necessitates the employment of quality training programs which only educators can supply.” Results of a survey conducted in 1994 of Baldrige award recipients indicate four key challenges confronting educators in the U.S. These included the need for increased awareness of quality training topics, the reassessment of curriculum, exploration of benchmarking opportunities, and proper training.

(Warshawski, M. (Date of Publication Unknown). *Lessons Learned Essays: Organizational Self-Assessments*. Retrieved July 9, 2003, from <http://arts.endow.gov>.

According to Morrie Warshawski, an editor for the National Endowment for the Arts, non-profit organizations should perform a self-assessment of the following aspects of their organization to identify needs as a first step in improving performance:

- Organizational Purpose - concise mission statement and philosophy;
- Programs - annual program planning, communication of program plans to stakeholders, and evaluation/review of prior year's plan;
- Governance – management and coordination with oversight/Board of Directors;

Assessment of Leadership Attitudes about the Baldrige National Quality Program

- Staff - clarity of job descriptions, leadership, communication, opportunities for staff development, benefits, pay, empowerment in decision making, and appropriateness of staff versus work load;
- Marketing - understanding of current patronage and targeted patronage, annual written marketing plan, regular market research and analysis, budget for marketing, ROI, and a process for evaluating effectiveness of the annual marketing plan;
- Public/Community Relations - consistency and clarity of organizational image portrayed, method of handling public inquiry, annual written public relations plan, mechanisms for receiving feedback from various sources (public, press, critics), and budget;
- Fundraising - annual fundraising goals, annual written fundraising plan, and budget;
- Financial Management - annual budget process, computerized accounting system, cost controls, and an annual audit;
- Facilities - evaluation of needed vs. existing space for staff, storage, and events;
- Planning – existing plans are reviewed/updated annually and evaluation of effectiveness of last year's activities in relation to plan;
- Communications and Decision Making - evaluation of level, timeliness and effectiveness of communication, and decision making processes are timely and well-informed; and
- External Environment - evaluation of the local/regional economic climate, benchmarks, and stakeholder awareness.

McNamara, MBA, Ph.D., C. (Date of Publication Unknown). Organizational Systems Checklist for Nonprofit Organizations. Retrieved July 9, 2003, from <http://www.mapnp.org/library/mgmt/checklst.htm>.

According to Carter McNamara, the following list of organizational systems and executive management of non-profit organizations should review policies to assess what systems are needed:

- Planning - current strategic plan, marketing plan, development plan, and annual operations plan;
- Program and Outcomes Evaluation - methods to assess client needs, outcomes that match client needs, target indicators for each outcome, and data collection methods for each indicator;
- Information Management - client, personnel, and financial records;
- Personnel - documented personnel policies, professional development plans, recruitment and orientation systems, and job descriptions;
- Finances - inventory system, cash flow analysis, accounting system, yearly audit, and payroll system;
- Communications - communications plan, annual report, communications strategies to stakeholders, marketing materials, and media relations strategy;
- Insurance - risk management and assessment of need for liability insurance; and
- Legal – updated by-laws, tax documents, and personnel policies.

Factors perceived as affecting organizational results

The Health Care Professionals Network (2003). *Guidelines for Documenting Performance Improvement Activities*. Retrieved July 9, 2003 from <http://www.wlm-web.com>.

The Health Care Professional Network published the following factors that affect performance improvement activities:

- Availability of a needed test, procedure, treatment, or service to the patient who needs it;
- Timeliness with which a needed test, procedure, treatment, or service is provided to the patient;
- Effectiveness with which tests, procedures, treatments, and services are provided;
- Continuity of the services provided to the patient with respect to other services, practitioners, and providers, and over time;
- Safety of the patient and others to whom the service is provided;
- Efficiency of services; and
- Respect and caring given in services.

APPENDIX C: INTERVIEW AND SURVEY QUESTIONS

TARGET AUDIENCE:

All MBNQA recipients

I have a few questions about your experience as a recipient of the Baldrige Award. First,

CRITERIA QUESTIONS

Thinking back to when you first began using the Criteria for Performance Excellence at [your organization], what was the main reason you decided to use them?

What are the advantages of using the Criteria? Any disadvantages?

(Focus on current, ongoing benefits of past implementation of the criteria)

What benefits did you discover as you applied them?

How did you learn about the Criteria? (probe for root, not secondary, source of information)

What (if any) performance management approaches had you tried before adopting the Criteria for Performance Excellence?

In your estimation, why would an organization decide not to use the Criteria?

(probing) What would be the most persuasive factor in a decision not to use them?

From your experience, what is the key to successful implementation of the Criteria?

(Ask about specific management actions that facilitate implementation and their relevance)

What problems did you encounter when you first began using the criteria?

After receiving the award, would you say your effort toward performance improvement has strengthened or eroded?

Still using criteria? How formally?

AWARD QUESTIONS

What are the advantages of applying for the Baldrige Award? Any disadvantages?

Why would an organization decide not to apply for the award?

What would be the most persuasive factor in a decision not to apply? (probe for information on what may deter or otherwise affect CEO support for the application)

GENERAL QUALITY/PERFORMANCE QUESTIONS

In your opinion, what is the MAIN REASON SOME organizations achieve results and OTHERS don't?

(Probe for information on issues relating to CEO involvement, support for performance management)

What single factor makes the greatest impact on [your organization]'s success?

Thank you very much for your time. We will be sure to send you a copy of the research results.

TARGET AUDIENCE:

QE XV Participants

Survey of Attitudes Regarding the Malcolm Baldrige National Quality Program

If you encounter any technical difficulties while taking this survey, please contact the Survey Administrator at angerbauer_george@bah.com

How would you rate your organization's overall level of performance?

- Very high
 - High
 - Average
 - Low
 - Very Low
 - Don't know
-

How would you rate your senior leadership's level of commitment to a performance management program?

- Very high
 - High
 - Average
 - Low
 - Very low
 - Don't know
-

How would you rate your organization's level of performance in the following areas?

- Value to customers/students/stakeholders/patients
 - Overall organizational effectiveness
 - Financial/marketplace success
 - Employee/faculty/staff involvement
-

To what extent are you familiar with the Baldrige Criteria for Performance Excellence?

- To a very great extent
 - To a great extent
 - To a moderate extent
 - To a small extent
 - To no extent
 - Don't know
-

To what extent have the following influenced your opinion of the Baldrige Program (including the Malcolm Baldrige Award and the Criteria for Performance Excellence)?

- Baldrige promotional booklets
 - Baldrige stock study
 - Quest for Excellence conference
 - Baldrige conference/group presentations
 - Annual regional Baldrige conferences
 - State/local quality programs
 - The experiences of previous Baldrige award winners
-

Assessment of Leadership Attitudes about the Baldrige National Quality Program

To what extent have the Criteria influenced your organization's performance management approach?

- To a very great extent
 - To a great extent
 - To a moderate extent
 - To a small extent
 - To no extent
 - Don't know
-

To what extent has your organization used the Criteria in the past?

- To a very great extent
 - To a great extent
 - To a moderate extent
 - To a small extent
 - To no extent
 - Don't know
 - Not applicable
-

To what extent does your organization currently use the Criteria?

- To a very great extent
 - To a great extent
 - To a moderate extent
 - To a small extent
 - To no extent
 - Don't know
 - Not applicable
-

To what extent will your organization use the Criteria in the future?

- To a very great extent
 - To a great extent
 - To a moderate extent
 - To a small extent
 - To no extent
 - Don't know
 - Not applicable
-

How would you rate your organization's level of success in implementing the Criteria?

- Very high
 - High
 - Average
 - Low
 - Very low
 - Don't know
 - Not applicable
-

In your opinion, what are the leading factors that tend to DISCOURAGE an organization from using the Criteria?

- Lack of familiarity with the Criteria
- Preference for other performance approach
- Low perceived value of the Criteria
- Time/effort needed to understand the Criteria

Assessment of Leadership Attitudes about the Baldrige National Quality Program

Implementation complexity
Cost of implementation
Requirement of extensive CEO/senior leadership involvement
Need for board of directors' approval
Belief that the Criteria are tied to writing an application and the Award process
Belief that the Criteria are not applicable to one's own organization
Other

In your opinion, what factors have the greatest influence on successful implementation of the Criteria?

Extensive CEO/senior leadership involvement
Senior leadership commitment
Employee buy-in
Effective internal communication of the Criteria
Consultant support in the implementation process
State/local program support
Other

To what extent are you familiar with the Malcolm Baldrige National Quality Award?

To a very great extent
To a great extent
To a moderate extent
To a small extent
To no extent
Don't know

To what extent would your organization benefit from being recognized as a Baldrige Award recipient?

To a very great extent
To a great extent
To a moderate extent
To a small extent
To no extent
Don't know

In your field, how would you rate the current relevance of each of the following performance approaches?

Malcolm Baldrige Criteria for Performance Excellence
Six Sigma
ISO 9000
Balanced Scorecard

Of the following, what factors are most likely to DISCOURAGE an organization from applying for the Baldrige Award?

Lack of familiarity with the Award
Preference for other performance approach
Low perceived value of the Award
Time/effort needed to understand the Award
Application complexity
Cost of applying
Requirement of extensive CEO/senior leadership involvement
Need for board of directors' approval
Belief that award is not applicable to one's own organization
Other

To what extent has your organization used formal performance standards other than the Criteria for Performance Excellence?

- To a very great extent
- To a great extent
- To a moderate extent
- To a small extent
- To no extent
- Don't know
- Not applicable

If your organization has used formal performance standards other than the Criteria, please indicate the name of the criteria you have used.

Of the following performance criteria, indicate which have the greatest potential impact on your organization's success:

- Strategic planning
- Customer/stakeholder/patient/student/etc. focus
- Leadership commitment
- Analysis of performance data
- Employee/staff focus
- Institutional knowledge management
- Business process management
- Other

When it comes to achieving results, which of the following pose the greatest challenges to your organization?

- Strategic planning
- Customer/stakeholder/patient/student/etc. focus
- Leadership commitment
- Analysis of performance data
- Employee/staff focus
- Institutional knowledge management
- Business process management
- Other

Please provide the following demographic information.

As noted previously, the report resulting from this collection of data will not associate you or your organization with any of the responses you provide in this or any other section of the survey.

Of the occupational levels listed below, which best matches your current position?

- Senior Executive/President/Director/Superintendent
- Management/Principal/Supervisor
- Staff
- External Performance/Quality Consultant

What is your sex?

Female
Male

What is your age?

Under 25
25 - 30
31 - 40
41 - 50
51 - 60
61 - 70
Over 70

What is your primary area of responsibility?

Organizational management
Financial management
Performance management
Operations management
Human resources
Research and development
Organizational learning/knowledge management
Other

Please list the name of your organization:

What is your organization's profile?

Single location
Multiple locations
Includes bargaining units/union staff

How many employees are in your entire organization?

Less than 50
51 - 100
101 - 500
501 - 1,000
Greater than 1,000

What is your organization's sector?

Education
Health care
Manufacturing
Service
Government

TARGET AUDIENCE:

Education, Health Care, and Small Business Leaders

If you encounter any technical difficulties while taking this survey, please contact the Survey Administrator at angerbauer_george@bah.com

To what extent are you familiar with the Malcolm Baldrige National Quality Award?

- To a very great extent
- To a great extent
- To a moderate extent
- To a small extent
- To no extent
- Don't know

In your field, how would you rate the current relevance of each of the following performance approaches?

- Malcolm Baldrige Criteria for Performance Excellence
- Six Sigma
- ISO 9000
- Balanced Scorecard

During the past year, which of the following initiatives have you heard or read about?

- Baldrige promotional booklets
- Baldrige stock study
- Baldrige Quest for Excellence conference
- Baldrige conference/group presentations
- Annual regional Baldrige conferences
- State/local quality programs
- None of the above

Which statement best describes your organization's experience with the Malcolm Baldrige Criteria for Performance Excellence?

- My organization uses and has benefited from the Criteria
- My organization uses but has not benefited from the Criteria
- My organization is familiar with the Criteria but does not use them
- My organization has very little or no familiarity with the Criteria

To what extent do you agree or disagree with the following statements about the Malcolm Baldrige National Quality Award?

- The Baldrige Award is a prestigious recognition of high quality performance
- There are substantial organizational benefits from receiving the Baldrige Award
- The costs for applying for the Baldrige Award outweigh its potential benefits
- Applying for the Baldrige Award is a very complicated process
- My organization needs more information before we would consider applying for the Award
- The Baldrige approach to performance fits my organization's needs
- My organization has more interest in other performance management approaches

TARGET AUDIENCE:

Senior Executives from Manufacturing and Service Organizations

As you may know, the Baldrige National Quality Award is a national recognition for organizational quality and high performance. There are specific Criteria for Performance Excellence associated with the award.

1. On a five-point rating scale where "1" is not at all likely and "5" is extremely likely, how likely is your organization to apply for the 2004 Baldrige Award?
2. Again, using the five-point scale, where "1" is not at all likely and "5" is extremely likely, how likely is your organization to use the Baldrige criteria for Performance Excellence in your organization, regardless of whether you apply for the award?
3. Why do you say you are (likely or unlikely) to use the Criteria for Performance Excellence in your organization?

APPENDIX D: DETAILED RESULTS FROM THE QUEST FOR EXCELLENCE XV
CONFERENCE SURVEY

Assessment of Leadership Attitudes about the Baldrige National Quality Program

Quest for Excellence








| To what extent have the following influenced your opinion of the Baldrige Program (including the Malcolm Baldrige Award and the Criteria for Performance Excellence)? | | | | | | | |
|---|---------------------------|----------------------|-------------------------|----------------------|-----------------|---------------|----------------|
| | To a very great extent 1. | To a great extent 2. | To a moderate extent 3. | To a small extent 4. | To no extent 5. | Don't know 6. | Response Total |
| Baldrige promotional booklets | 7.4% (14) | 19.6% (37) | 35.4% (67) | 24.9% (47) | 10.6% (20) | 2.1% (4) | 189 |
| Baldrige stock study | 6.5% (12) | 17.4% (32) | 26.6% (49) | 17.4% (32) | 15.8% (29) | 16.3% (30) | 184 |
| Quest for Excellence conference | 42.9% (82) | 36.6% (70) | 12% (23) | 4.2% (8) | 2.6% (5) | 1.6% (3) | 191 |
| Baldrige conference/group presentations | 20% (37) | 27.6% (51) | 21.1% (39) | 10.3% (19) | 8.6% (16) | 12.4% (23) | 185 |
| Annual regional Baldrige conferences | 6% (11) | 13.2% (24) | 20.3% (37) | 9.3% (17) | 22.5% (41) | 28.6% (52) | 182 |
| State/local quality programs | 26% (47) | 27.6% (50) | 15.5% (28) | 8.3% (15) | 11.6% (21) | 11% (20) | 181 |
| The experiences of previous Baldrige award winners | 41.8% (79) | 36.5% (69) | 14.3% (27) | 3.2% (6) | 3.2% (6) | 1.1% (2) | 189 |



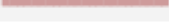
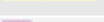


Total # of respondents 213. Statistics based on 192 respondents; 0 filtered; 21 skipped.


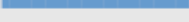




| To what extent have the Criteria influenced your organization's performance management approach? | | Response Percent | Response Total |
|--|--|------------------|----------------|
| To a very great extent | | 28% | 54 |
| To a great extent | | 32.6% | 63 |
| To a moderate extent | | 26.4% | 51 |
| To a small extent | | 10.4% | 20 |
| To no extent | | 2.1% | 4 |
| Don't know | | 0.5% | 1 |


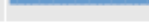
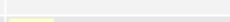




Total # of respondents 213. Statistics based on 193 respondents; 0 filtered; 20 skipped.

Assessment of Leadership Attitudes about the Baldrige National Quality Program

| To what extent has your organization used the Criteria in the past? | | Response Percent | Response Total |
|--|---|------------------|----------------|
| To a very great extent |  | 20% | 38 |
| To a great extent |  | 17.4% | 33 |
| To a moderate extent |  | 23.7% | 45 |
| To a small extent |  | 20.5% | 39 |
| To no extent |  | 16.3% | 31 |
| Don't know |  | 1.1% | 2 |
| Not applicable |  | 1.1% | 2 |
| Total # of respondents 213. Statistics based on 190 respondents; 0 filtered; 23 skipped. | | | |

| To what extent does your organization currently use the Criteria? | | Response Percent | Response Total |
|--|---|------------------|----------------|
| To a very great extent |  | 25.3% | 48 |
| To a great extent |  | 22.6% | 43 |
| To a moderate extent |  | 28.9% | 55 |
| To a small extent |  | 16.8% | 32 |
| To no extent |  | 5.8% | 11 |
| Don't know |  | 0.5% | 1 |
| Not applicable | | 0% | 0 |
| Total # of respondents 213. Statistics based on 190 respondents; 0 filtered; 23 skipped. | | | |

| To what extent will your organization use the Criteria in the future? | | Response Percent | Response Total |
|--|---|------------------|----------------|
| To a very great extent |  | 40.8% | 78 |
| To a great extent |  | 33% | 63 |
| To a moderate extent |  | 10.5% | 20 |
| To a small extent |  | 4.2% | 8 |
| To no extent |  | 1.6% | 3 |
| Don't know |  | 9.9% | 19 |
| Not applicable | | 0% | 0 |
| Total # of respondents 213. Statistics based on 191 respondents; 0 filtered; 22 skipped. | | | |

| How would you rate your organization's level of success in implementing the Criteria? | | Response Percent | Response Total |
|--|---|------------------|----------------|
| Very high |  | 11.2% | 21 |
| High |  | 25% | 47 |
| Average |  | 38.3% | 72 |
| Low |  | 8.5% | 16 |
| Very low |  | 8% | 15 |
| Don't know |  | 2.1% | 4 |
| Not applicable |  | 6.9% | 13 |
| Total # of respondents 213. Statistics based on 188 respondents; 0 filtered; 25 skipped. | | | |

Assessment of Leadership Attitudes about the Baldrige National Quality Program

| In your opinion, what are the leading factors that tend to DISCOURAGE an organization from using the Criteria? | Response Percent | Response Total |
|--|------------------|----------------|
| Lack of familiarity with the Criteria | 60.8% | 115 |
| Preference for other performance approach | 14.8% | 28 |
| Low perceived value of the Criteria | 21.2% | 40 |
| Time/effort needed to understand the Criteria | 65.6% | 124 |
| Implementation complexity | 50.3% | 95 |
| Cost of implementation | 15.9% | 30 |
| Requirement of extensive CEO/senior leadership involvement | 34.4% | 65 |
| Need for board of directors' approval | 2.6% | 5 |
| Belief that the Criteria are tied to writing an application and the Award process | 30.2% | 57 |
| Belief that the Criteria are not applicable to one's own organization | 19% | 36 |
| Other | 11.1% | 21 |

Total # of respondents 213. Statistics based on 189 respondents; 0 filtered; 24 skipped.

| In your opinion, what factors have the greatest influence on successful implementation of the Criteria? | Response Percent | Response Total |
|---|------------------|----------------|
| Extensive CEO/senior leadership involvement | 76.3% | 142 |
| Senior leadership commitment | 79.6% | 148 |
| Employee buy-in | 48.9% | 91 |
| Effective internal communication of the Criteria | 49.5% | 92 |
| Consultant support in the implementation process | 18.3% | 34 |
| State/local program support | 17.7% | 33 |
| Other | 5.4% | 10 |

Total # of respondents 213. Statistics based on 186 respondents; 0 filtered; 27 skipped.

Assessment of Leadership Attitudes about the Baldrige National Quality Program

| To what extent has your organization used formal performance standards other than the Criteria for Performance Excellence? | Response Percent | Response Total |
|--|------------------|----------------|
| To a very great extent | 11.5% | 21 |
| To a great extent | 20.8% | 38 |
| To a moderate extent | 27.3% | 50 |
| To a small extent | 16.4% | 30 |
| To no extent | 14.2% | 26 |
| Don't know | 5.5% | 10 |
| Not applicable | 4.4% | 8 |

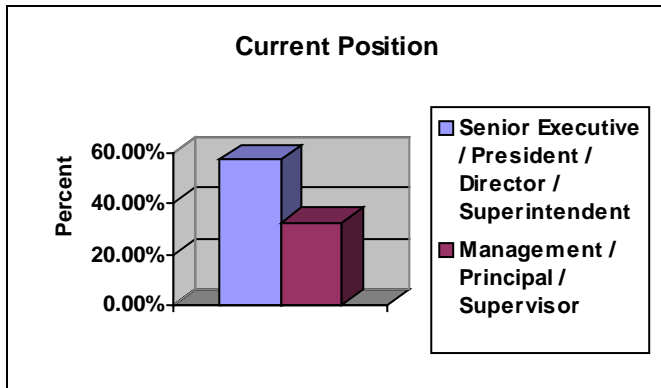
Total # of respondents 213. Statistics based on 183 respondents; 0 filtered; 30 skipped.

| Of the following performance criteria, indicate which have the greatest potential impact on your organization's success: | Response Percent | Response Total |
|--|------------------|----------------|
| Strategic planning | 64.3% | 119 |
| Customer/stakeholder/patient/student/etc. focus | 59.5% | 110 |
| Leadership commitment | 66.5% | 123 |
| Analysis of performance data | 50.8% | 94 |
| Employee/staff focus | 41.6% | 77 |
| Institutional knowledge management | 24.9% | 46 |
| Business process management | 48.1% | 89 |
| Other | 1.6% | 3 |

Total # of respondents 213. Statistics based on 185 respondents; 0 filtered; 28 skipped.

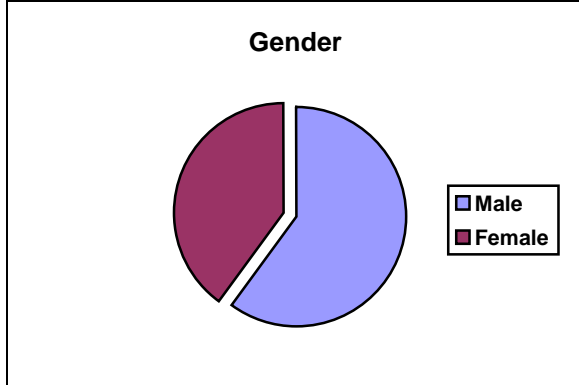
| Current Position | Response Percent | Response Total |
|--|------------------|----------------|
| Senior Executive / President / Director / Superintendent | 57.4% | 109 |
| Management / Principal / Supervisor | 32.1% | 61 |

Total # of respondents 213. Statistics based on 190 respondents; 0 filtered; 23 skipped.

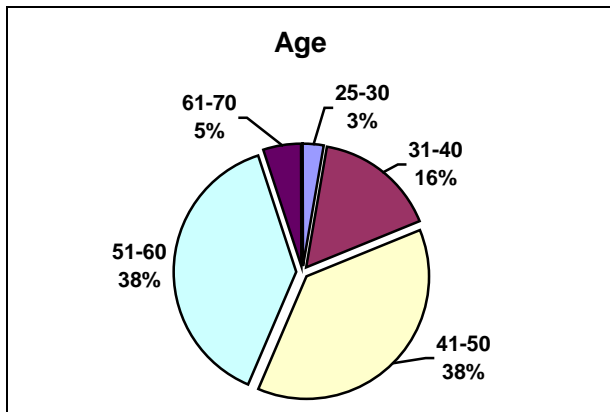


Assessment of Leadership Attitudes about the Baldrige National Quality Program

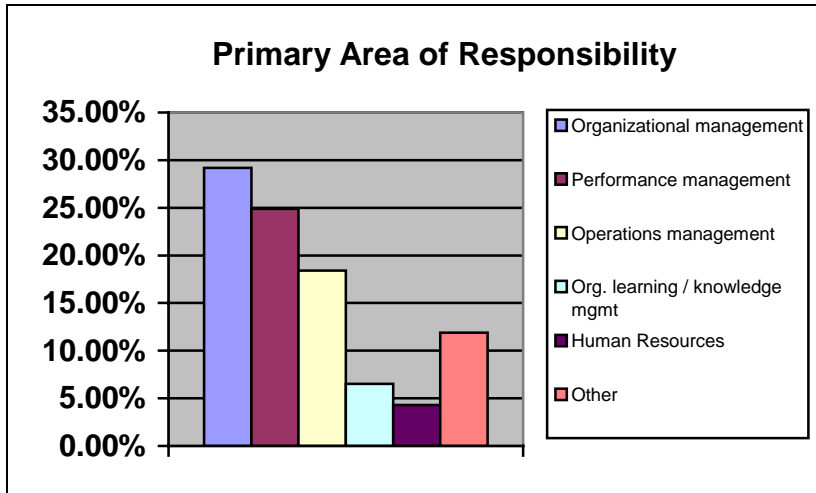
| Gender | Response Percent | Response Total |
|---|------------------|----------------|
| Male | 60% | 110 |
| Female | 40% | 73 |
| Total # of respondents 213. Statistics based on 183 respondents; 0 filtered; 30 skipped. | | |



| Age | Response Percent | Response Total |
|---|------------------|----------------|
| 25-30 | 2.7% | 5 |
| 31-40 | 16.3% | 30 |
| 41-50 | 37.5% | 69 |
| 51-60 | 38.6% | 71 |
| 61-70 | 4.9% | 9 |
| Total # of respondents 213. Statistics based on 183 respondents; 0 filtered; 30 skipped. | | |

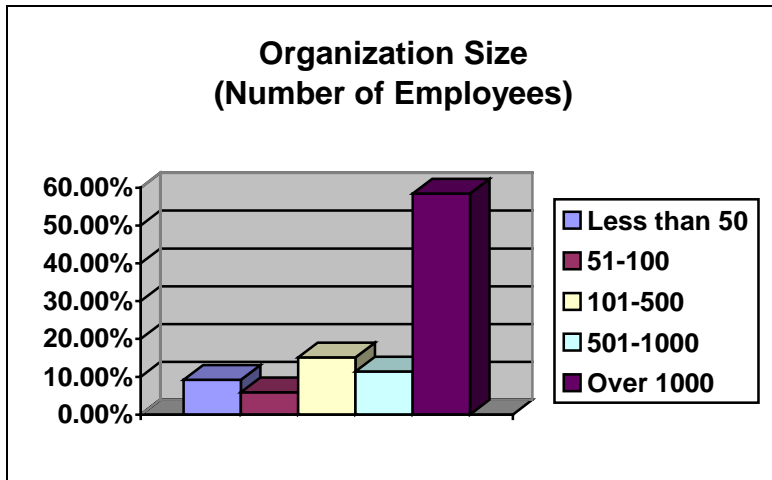


| Primary Area of Responsibility | Response Percent | Response Total |
|---|------------------|----------------|
| Organizational management | 29.2% | 54 |
| Performance management | 24.9% | 46 |
| Operations management | 18.4% | 34 |
| Organizational learning / knowledge management | 6.5% | 12 |
| Human Resources | 4.3% | 8 |
| Other | 11.9% | 22 |
| Total # of respondents 213. Statistics based on 185 respondents; 0 filtered; 28 skipped. | | |



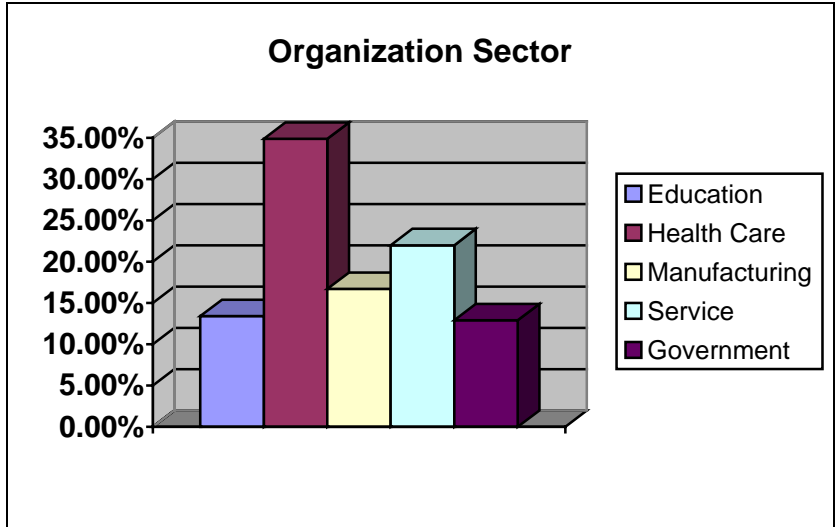
| Organization Size (number of employees) | Response Percent | Response Total |
|---|------------------|----------------|
| Less than 50 | 9.2% | 17 |
| 51-100 | 5.9% | 11 |
| 101-500 | 15.1% | 28 |
| 501-1000 | 11.4% | 21 |
| Over 1000 | 58.4% | 108 |

Total # of respondents 213. Statistics based on 185 respondents; 0 filtered; 28 skipped.



| Organization Sector | Response Percent | Response Total |
|---------------------|------------------|----------------|
| Education | 13.4% | 25 |
| Health Care | 34.9% | 65 |
| Manufacturing | 16.7% | 31 |
| Service | 22% | 41 |
| Government | 12.9% | 24 |

Total # of respondents 213. Statistics based on 186 respondents; 0 filtered; 27 skipped.



APPENDIX E: DETAILED RESULTS FROM THE EDUCATION, HEALTH CARE AND
SMALL BUSINESS SURVEYS

Assessment of Leadership Attitudes about the Baldrige National Quality Program

Education Organizations

| To what extent are you familiar with the Malcolm Baldrige National Quality Award? | Response Percent | Response Total |
|---|------------------|----------------|
| To a very great extent | 4% | 5 |
| To a great extent | 12.7% | 16 |
| To a moderate extent | 34.1% | 43 |
| To a small extent | 23% | 29 |
| To no extent | 19% | 24 |
| Don't know | 7.1% | 9 |

Total # of respondents 126. Statistics based on 126 respondents; 0 filtered; 0 skipped.

| In your field, how would you rate the current relevance of each of the following performance approaches? | | | | | | | |
|--|------------|------------|------------|------------|------------|------------|----------------|
| | A | B | C | D | E | F | Response Total |
| Malcolm Baldrige Criteria for Performance Excellence | 16.1% (20) | 30.6% (38) | 8.1% (10) | 4.8% (6) | 3.2% (4) | 37.1% (46) | 124 |
| Six Sigma | 5% (6) | 10.8% (13) | 13.3% (16) | 4.2% (5) | 6.7% (8) | 60% (72) | 120 |
| ISO 9000 | 3.4% (4) | 7.6% (9) | 15.3% (18) | 10.2% (12) | 10.2% (12) | 53.4% (63) | 118 |
| Balanced Scorecard | 10.3% (12) | 13.7% (16) | 11.1% (13) | 5.1% (6) | 2.6% (3) | 57.3% (67) | 117 |

Total # of respondents 126. Statistics based on 126 respondents; 0 filtered; 0 skipped.

* A – Very relevant, B – Somewhat relevant, C – Neutral, D – Somewhat irrelevant, E – Very irrelevant, F - Don't know

| During the past year, which of the following initiatives have you heard or read about? | Response Percent | Response Total |
|--|------------------|----------------|
| Baldrige promotional booklets | 11.4% | 13 |
| Baldrige stock study | 1.8% | 2 |
| Baldrige Quest for Excellence conference | 12.3% | 14 |
| Baldrige conference/group presentations | 14.9% | 17 |
| Annual regional Baldrige conferences | 9.6% | 11 |
| State/local quality programs | 32.5% | 37 |
| None of the above | 50.9% | 58 |

Total # of respondents 126. Statistics based on 114 respondents; 0 filtered; 12 skipped.



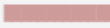
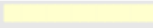
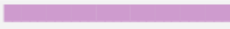

Assessment of Leadership Attitudes about the Baldrige National Quality Program

| Which statement best describes your organization's experience with the Malcolm Baldrige Criteria for Performance Excellence? | Response Percent | Response Total |
|--|------------------|----------------|
| My organization uses and has benefited from the Criteria | 13.4% | 15 |
| My organization uses but has not benefited from the Criteria | 0% | 0 |
| My organization is familiar with the Criteria but does not use them | 33% | 37 |
| My organization has very little or no familiarity with the Criteria | 53.6% | 60 |
| Total # of respondents 126. Statistics based on 112 respondents; 0 filtered; 14 skipped. | | |

| To what extent do you agree or disagree with the following statements about the Malcolm Baldrige National Quality Award? | | | | | | | |
|--|-------------------|------------|------------|-------------|----------------------|---------------|----------------|
| | Strongly Agree 1. | Agree 2. | Neutral 3. | Disagree 4. | Strongly Disagree 5. | Don't Know 6. | Response Total |
| The Baldrige Award is a prestigious recognition of high quality performance | 30.7% (31) | 36.6% (37) | 5% (5) | 0% (0) | 1% (1) | 26.7% (27) | 101 |
| There are substantial organizational benefits from receiving the Baldrige Award | 18.8% (19) | 25.7% (26) | 20.8% (21) | 3% (3) | 0% (0) | 31.7% (32) | 101 |
| The costs for applying for the Baldrige Award outweigh its potential benefits | 2% (2) | 15.8% (16) | 20.8% (21) | 8.9% (9) | 4% (4) | 48.5% (49) | 101 |
| Applying for the Baldrige Award is a very complicated process | 8.1% (8) | 22.2% (22) | 17.2% (17) | 5.1% (5) | 0% (0) | 47.5% (47) | 99 |
| My organization needs more information before we would consider applying for the Award | 19.6% (20) | 27.5% (28) | 14.7% (15) | 7.8% (8) | 2.9% (3) | 27.5% (28) | 102 |
| The Baldrige approach to performance fits my organization's needs | 3.9% (4) | 24.5% (25) | 16.7% (17) | 11.8% (12) | 1% (1) | 42.2% (43) | 102 |
| My organization has more interest in other performance management approaches | 3% (3) | 21.8% (22) | 29.7% (30) | 6.9% (7) | 2% (2) | 36.6% (37) | 101 |
| Total # of respondents 126. Statistics based on 103 respondents; 0 filtered; 23 skipped. | | | | | | | |

Assessment of Leadership Attitudes about the Baldrige National Quality Program

Health Care Organizations






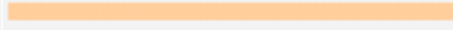
| To what extent are you familiar with the Malcolm Baldrige National Quality Award? | Response Percent | Response Total |
|--|------------------|----------------|
| To a very great extent  | 4.8% | 3 |
| To a great extent  | 14.5% | 9 |
| To a moderate extent  | 16.1% | 10 |
| To a small extent  | 22.6% | 14 |
| To no extent  | 33.9% | 21 |
| Don't know  | 8.1% | 5 |

Total # of respondents 62. Statistics based on 62 respondents; 0 filtered; 0 skipped.

| In your field, how would you rate the current relevance of each of the following performance approaches? | | | | | | | |
|--|---------------|---------------|--------------|-------------|--------------|---------------|----------------|
| | A | B | C | D | E | F | Response Total |
| Malcolm Baldrige Criteria for Performance Excellence | 13.1% (8) | 24.6% (15) | 9.8% (6) | 1.6% (1) | 6.6% (4) | 44.3% (27) | 61 |
| Six Sigma | 8.2% (5) | 14.8% (9) | 13.1% (8) | 3.3% (2) | 8.2% (5) | 52.5% (32) | 61 |
| ISO 9000 | 16.4% (10) | 14.8% (9) | 8.2% (5) | 3.3% (2) | 13.1% (8) | 44.3% (27) | 61 |
| Balanced Scorecard | 8.5% (5) | 13.6% (8) | 11.9% (7) | 0% (0) | 5.1% (3) | 61% (36) | 59 |




Total # of respondents 62. Statistics based on 62 respondents; 0 filtered; 0 skipped.

* A – Very relevant, B – Somewhat relevant, C – Neutral, D – Somewhat irrelevant, E – Very irrelevant, F - Don't know

| During the past year, which of the following initiatives have you heard or read about? | Response Percent | Response Total |
|--|------------------|----------------|
| Baldrige promotional booklets  | 11.8% | 6 |
| Baldrige stock study | 0% | 0 |
| Baldrige Quest for Excellence conference  | 11.8% | 6 |
| Baldrige conference/group presentations  | 5.9% | 3 |
| Annual regional Baldrige conferences  | 2% | 1 |
| State/local quality programs  | 19.6% | 10 |
| None of the above  | 66.7% | 34 |

Total # of respondents 62. Statistics based on 51 respondents; 0 filtered; 11 skipped.







Assessment of Leadership Attitudes about the Baldrige National Quality Program

| Which statement best describes your organization's experience with the Malcolm Baldrige Criteria for Performance Excellence? | | Response Percent | Response Total |
|--|---|------------------|----------------|
| My organization uses and has benefited from the Criteria |  | 13.7% | 7 |
| My organization uses but has not benefited from the Criteria |  | 2% | 1 |
| My organization is familiar with the Criteria but does not use them |  | 23.5% | 12 |
| My organization has very little or no familiarity with the Criteria |  | 60.8% | 31 |
| Total # of respondents 62 . Statistics based on 51 respondents; 0 filtered; 11 skipped. | | | |

| To what extent do you agree or disagree with the following statements about the Malcolm Baldrige National Quality Award? | | | | | | | |
|--|-------------------|---------------|---------------|-------------|----------------------|---------------|----------------|
| | Strongly Agree 1. | Agree 2. | Neutral 3. | Disagree 4. | Strongly Disagree 5. | Don't Know 6. | Response Total |
| The Baldrige Award is a prestigious recognition of high quality performance | 23.4% (11) | 29.8% (14) | 6.4% (3) | 2.1% (1) | 0% (0) | 38.3% (18) | 47 |
| There are substantial organizational benefits from receiving the Baldrige Award | 12.8% (6) | 36.2% (17) | 10.6% (5) | 0% (0) | 0% (0) | 40.4% (19) | 47 |
| The costs for applying for the Baldrige Award outweigh its potential benefits | 2.2% (1) | 13% (6) | 21.7% (10) | 6.5% (3) | 2.2% (1) | 54.3% (25) | 46 |
| Applying for the Baldrige Award is a very complicated process | 6.4% (3) | 17% (8) | 14.9% (7) | 2.1% (1) | 0% (0) | 59.6% (28) | 47 |
| My organization needs more information before we would consider applying for the Award | 13% (6) | 23.9% (11) | 6.5% (3) | 8.7% (4) | 4.3% (2) | 43.5% (20) | 46 |
| The Baldrige approach to performance fits my organization's needs | 4.2% (2) | 20.8% (10) | 14.6% (7) | 2.1% (1) | 0% (0) | 58.3% (28) | 48 |
| My organization has more interest in other performance management approaches | 8.5% (4) | 17% (8) | 27.7% (13) | 4.3% (2) | 0% (0) | 42.6% (20) | 47 |
| Total # of respondents 62 . Statistics based on 48 respondents; 0 filtered; 14 skipped. | | | | | | | |







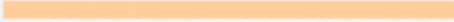
Assessment of Leadership Attitudes about the Baldrige National Quality Program

Small Business Organizations

| To what extent are you familiar with the Malcolm Baldrige National Quality Award? | Response Percent | Response Total |
|--|------------------|----------------|
| To a very great extent  | 7.3% | 4 |
| To a great extent  | 7.3% | 4 |
| To a moderate extent  | 25.5% | 14 |
| To a small extent  | 16.4% | 9 |
| To no extent  | 30.9% | 17 |
| Don't know  | 12.7% | 7 |
| Total # of respondents 55. Statistics based on 55 respondents; 0 filtered; 0 skipped. | | |

| In your field, how would you rate the current relevance of each of the following performance approaches? | | | | | | | |
|--|--------------|--------------|--------------|-------------|--------------|---------------|----------------|
| | A | B | C | D | E | F | Response Total |
| Malcolm Baldrige Criteria for Performance Excellence | 17% (9) | 17% (9) | 11.3% (6) | 1.9% (1) | 11.3% (6) | 41.5% (22) | 53 |
| Six Sigma | 11.5% (6) | 9.6% (5) | 15.4% (8) | 5.8% (3) | 13.5% (7) | 44.2% (23) | 52 |
| ISO 9000 | 14.8% (8) | 16.7% (9) | 9.3% (5) | 7.4% (4) | 13% (7) | 38.9% (21) | 54 |
| Balanced Scorecard | 5.9% (3) | 13.7% (7) | 13.7% (7) | 2% (1) | 11.8% (6) | 52.9% (27) | 51 |
| Total # of respondents 55. Statistics based on 55 respondents; 0 filtered; 0 skipped. | | | | | | | |

* A – Very relevant, B – Somewhat relevant, C – Neutral, D – Somewhat irrelevant, E – Very irrelevant, F - Don't know

| During the past year, which of the following initiatives have you heard or read about? | Response Percent | Response Total |
|--|------------------|----------------|
| Baldrige promotional booklets  | 4.1% | 2 |
| Baldrige stock study  | 2% | 1 |
| Baldrige Quest for Excellence conference  | 18.4% | 9 |
| Baldrige conference/group presentations  | 10.2% | 5 |
| Annual regional Baldrige conferences  | 2% | 1 |
| State/local quality programs  | 22.4% | 11 |
| None of the above  | 67.3% | 33 |
| Total # of respondents 55. Statistics based on 49 respondents; 0 filtered; 6 skipped. | | |

Assessment of Leadership Attitudes about the Baldrige National Quality Program

| Which statement best describes your organization's experience with the Malcolm Baldrige Criteria for Performance Excellence? | Response Percent | Response Total |
|--|------------------|----------------|
| My organization uses and has benefited from the Criteria | 8.2% | 4 |
| My organization uses but has not benefited from the Criteria | 0% | 0 |
| My organization is familiar with the Criteria but does not use them | 12.2% | 6 |
| My organization has very little or no familiarity with the Criteria | 79.6% | 39 |
| Total # of respondents 55. Statistics based on 49 respondents; 0 filtered; 6 skipped. | | |

| To what extent do you agree or disagree with the following statements about the Malcolm Baldrige National Quality Award? | | | | | | | |
|--|-------------------|------------|------------|-------------|----------------------|---------------|----------------|
| | Strongly Agree 1. | Agree 2. | Neutral 3. | Disagree 4. | Strongly Disagree 5. | Don't Know 6. | Response Total |
| The Baldrige Award is a prestigious recognition of high quality performance | 20% (9) | 28.9% (13) | 4.4% (2) | 2.2% (1) | 2.2% (1) | 42.2% (19) | 45 |
| There are substantial organizational benefits from receiving the Baldrige Award | 11.1% (5) | 33.3% (15) | 6.7% (3) | 2.2% (1) | 2.2% (1) | 44.4% (20) | 45 |
| The costs for applying for the Baldrige Award outweigh its potential benefits | 4.4% (2) | 11.1% (5) | 17.8% (8) | 2.2% (1) | 4.4% (2) | 60% (27) | 45 |
| Applying for the Baldrige Award is a very complicated process | 0% (0) | 15.6% (7) | 17.8% (8) | 0% (0) | 0% (0) | 66.7% (30) | 45 |
| My organization needs more information before we would consider applying for the Award | 15.6% (7) | 26.7% (12) | 8.9% (4) | 6.7% (3) | 4.4% (2) | 37.8% (17) | 45 |
| The Baldrige approach to performance fits my organization's needs | 2.2% (1) | 4.4% (2) | 24.4% (11) | 4.4% (2) | 8.9% (4) | 55.6% (25) | 45 |
| My organization has more interest in other performance management approaches | 2.3% (1) | 13.6% (6) | 31.8% (14) | 9.1% (4) | 2.3% (1) | 40.9% (18) | 44 |
| Total # of respondents 55. Statistics based on 45 respondents; 0 filtered; 10 skipped. | | | | | | | |