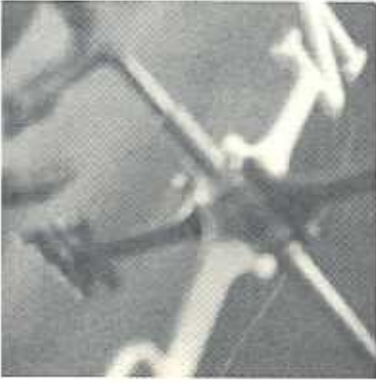




EXCELLENCE IN MISSOURI FOUNDATION

Helping Missouri organizations
in their journey to
enhance performance excellence.

Using the
**Criteria for
Performance Excellence**
as a
Business Model



For any organization to be successful, it first needs to determine what levels of performance it needs to achieve to be successful. These performance levels should address the key areas within an organization:

OPERATIONS

CUSTOMERS

PEOPLE

FINANCIALS

SUPPLIER

MARKETS

So the first building block in the business model is to obtain results for each of these dimensions.

RESULTS

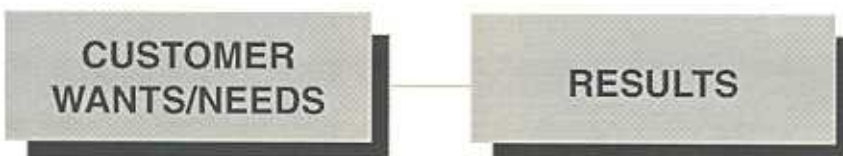
Next in the model is to determine what customers want and need. Not only that, but what are the relative priorities of the wants and needs.

**QUALITY
COST
SCHEDULE**

The customer needs can be expressed in a combination of the three dimensions.

“I need a gadget that can be delivered in 2 weeks and be in the price range of \$1.98 to \$2.50. I would also like it to have at least a 3 month warranty.”

So the second building block in the model is customer inputs.



The first two blocks are essential inputs to the next block, which is the heart of the model:

STRATEGIC PLANNING

This block establishes the focus and direction for an organization by systematically addressing fact-based inputs:

Through analyses of these inputs long- and short-term direction can be developed that will embark the organization on its journey to performance excellence that will enable reaching its vision. This also provides the vehicle for aligning all employees in the organization toward achieving a common purpose.

VISION

MISSION

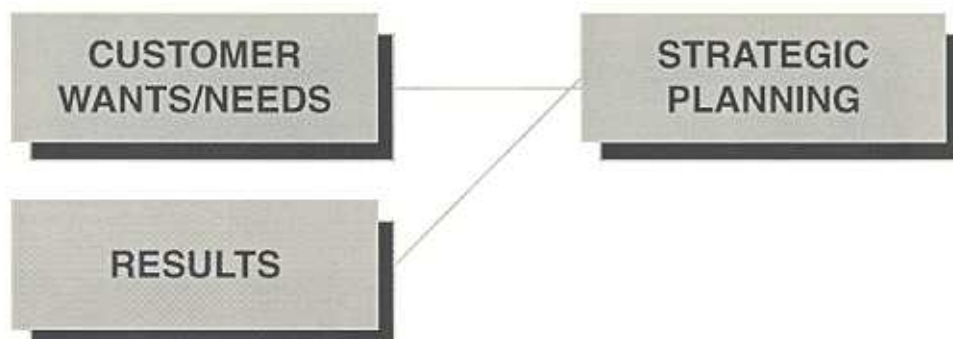
**ORGANIZATIONAL
VALUES**

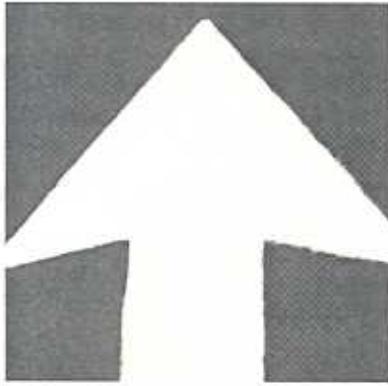
**CUSTOMER
WANTS/NEEDS**

**BUSINESS
ENVIRONMENT**

**PEOPLE
WANTS/NEEDS**

RESULTS

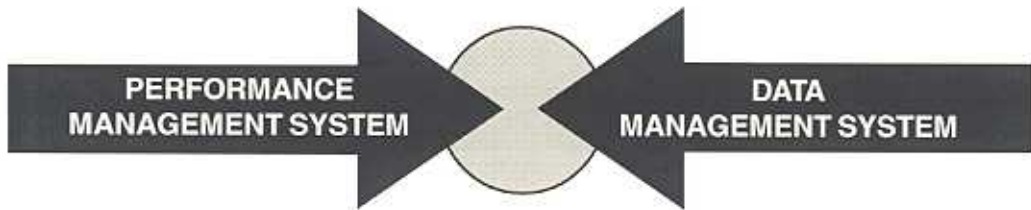




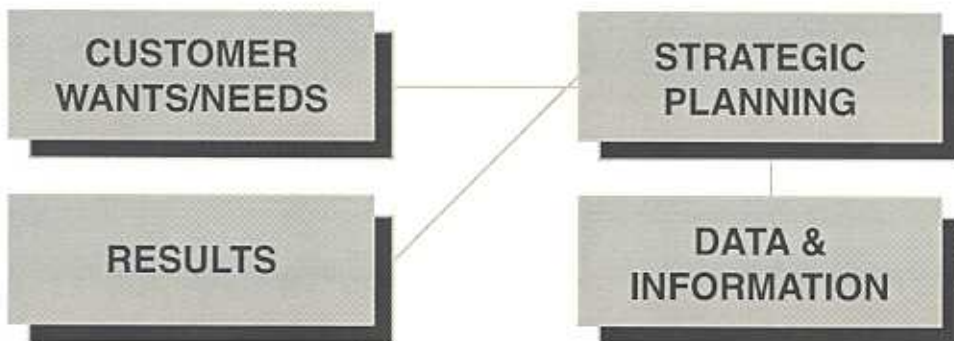
Now that direction has been established, measures need to be established to determine progress toward meeting organizational goals. The performance measurement system should link all levels of the organization to enable everyone to understand how

their performance impacts organizational performance. Regular interviews of the organizational performance enable shifting resources, reprioritization, and decision making when situations change.

The data management system, commonly called IS, must integrate with the performance management system so that the right data is available to the right people when they need it.



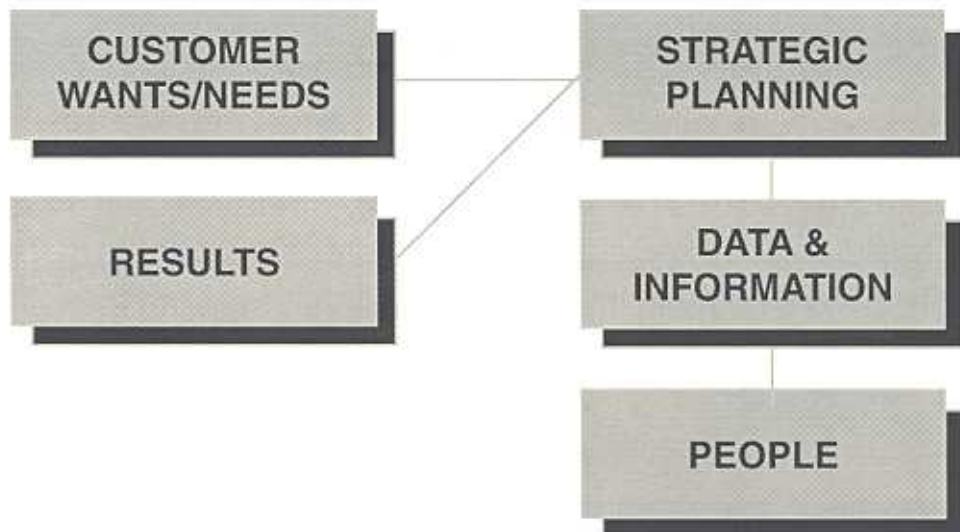
Managing of data information also includes managing organizational knowledge, such as lessons learned, best practices, and learning. In addition, it includes learning from other organizations potential performance levels and alternative process methods.



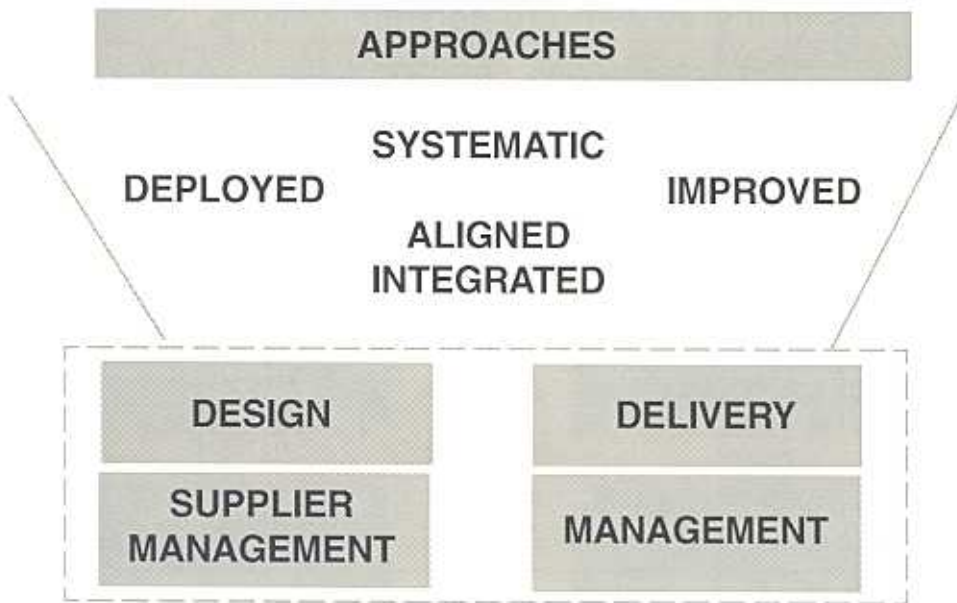
Now that it is established what to accomplish and when and where it is done, it is important to ensure that the work force has the skills, knowledge, experience, work environment, and work structures to get the work done.

TRAINING EDUCATION JOB DESIGN
WORK DESIGN RECOGNITION COMPENSATION
BENEFITS CLIMATE SUPPORT SERVICES
SAFETY HEALTH

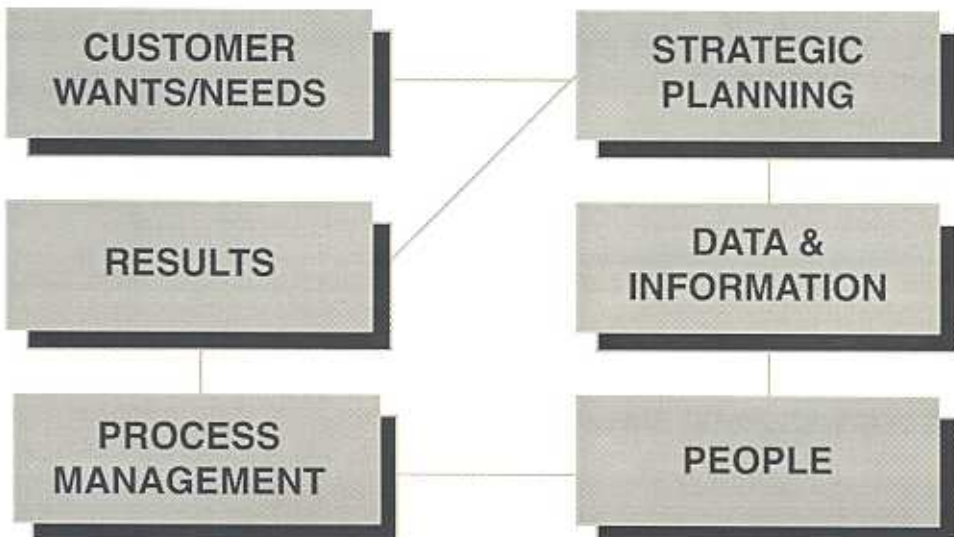
These processes will encourage and enable the work force to get on board for the journey to excellence.



The last block in the business model is process management. It is essential to transform processes to effective and efficient methodologies for getting the work done. There are multiple dimensions that enable attainment of high levels of performance.



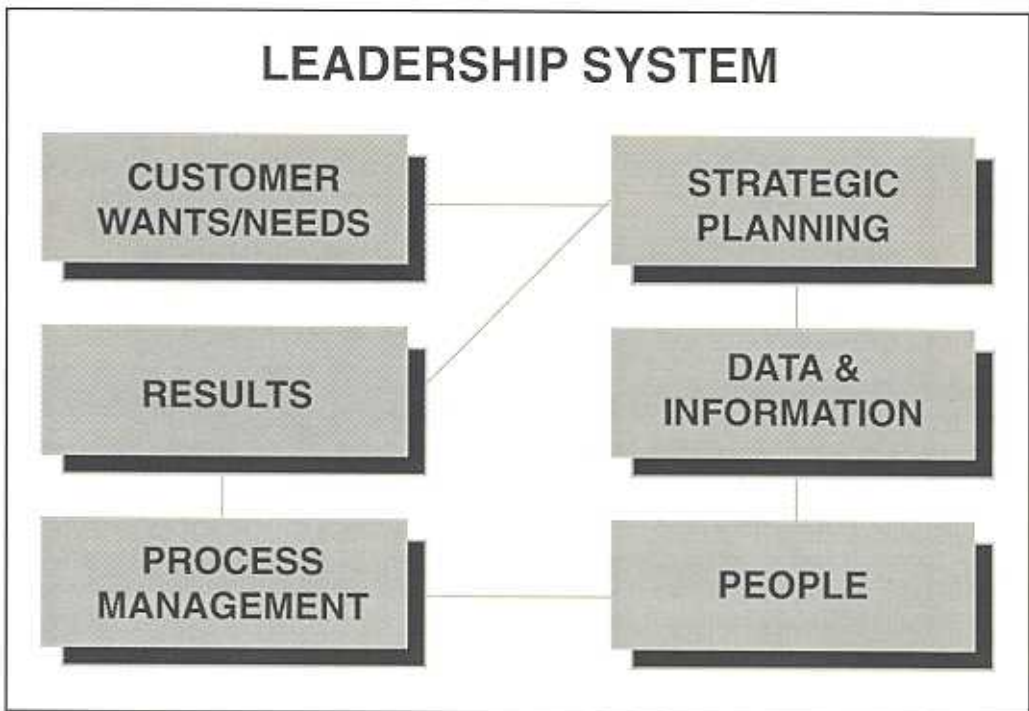
Based on performance of the process, a feedback loop provides updates to the first block - results. This enables assessment whether performance targets were met or not and starts the journey through the process again.



There is one last element to the model that is the engine that propels the organization on its performance excellence journey. It is the process that establishes where the organization is headed, how it is going to get there, when it will get there, and assesses progress along the way. That process is the

LEADERSHIP SYSTEM.

This system interacts and integrates with all of the other systems. Key cogs in the system are communications, performance reviews, setting expectations, direction setting, and governance.



Each of these blocks and elements are addressed in the Missouri Criteria for Performance Excellence. The Excellence in Missouri Program enable systematic assessment of performance of all parts of the model to identify next steps on the journey to performance excellence.

For information contact: Brenda Hatfield at (573) 526-1727 or visit our website at [www. MQA.org](http://www.MQA.org)