

## The Baldrige Criteria and Deming's 14 Points

1. *Statement of Purpose.* Strategy development requires a mission and vision. Commitment to aims and purposes by senior leaders is specifically addressed in the Leadership category and in enhancing customer satisfaction and relationships.
2. *Learn the New Philosophy.* Communication of values, expectations, customer focus, and learning is a key area of the Organizational Leadership item.
3. *Understand Inspection.* The Process Management category addresses the development of appropriate measurement plans. The criteria seek evidence of how a company aims to minimize the costs associated with inspection.
4. *End Price Tag Decisions.* This is implicitly addressed throughout the Process Management category and in the criteria's emphasis on overall performance and linkages among processes and results.
5. *Improve Constantly.* Continuous improvement through organizational and personal learning and innovation are core values of the criteria. The criteria specifically seek "how do you keep your [processes for . . . ] current with business needs and directions" throughout.
6. *Institute Training.* Item 5.2, Employee Education, Training, and Development, recognizes the importance of training and employee development in meeting performance objectives.
7. *Teach and Institute Leadership.* Category 1 is devoted exclusively to leadership, and it is recognized as the principal driver of the management system in Figure 3.6.
8. *Drive Out Fear and Innovate.* The Human Resource Focus, Customer and Market Focus, and Strategic Planning categories focus on work design, empowerment, and implementation issues that support this point.
9. *Optimize the Efforts of Teams and Staff.* The criteria have a significant focus on teamwork and customer knowledge in product/process design and process management, as well as in the Human Resource Focus category.

10. *Eliminate Exhortations.* The criteria seek evidence on how an organization's performance management system supports high performance work. Clearly, such a system transcends exhortations and motivational approaches.
11. *Eliminate Quotas and MBO; Institute Improvement; and Understand Processes.* The Organizational Leadership and Strategy Development items, as well as the Measurement, Analysis, and Knowledge Management and Process Management categories deal with fact-based management and understanding processes.
12. *Remove Barriers.* The Leadership and Human Resource Focus categories, as well as the Customer Relationship Building items all support this goal.
13. *Encourage Education.* This is addressed directly in the Employee Education, Training, and Development and Employee Well-Being and Satisfaction items.
14. *Take Action.* This is the role of leadership, and is clearly addressed in the Leadership category.

The consistencies among Deming's 14 Points and the Baldrige Criteria attest to the universal nature of quality management principles.