A System for Excellence:

A Cross Walk of the Baldrige Criteria for Performance Excellence and the Strategic Management Performance System

"Whether your organization is new, is growing or has existed for many years, it faces daily and long-term challenges. It also has strengths that have served you so far. The Baldrige Excellence Framework helps you identify and leverage your strengths and prepare to face your challenges." (*page viii 2021-2022 Baldrige Excellence Framework*)

Similarly, there are other synergistic disciplines and frameworks that enable organizations to prepare for and overcome challenges and take advantage of market opportunities. *Strategic Management* (SM) is one of those disciplines. Strategic Management is that set of processes and competencies required to specify an organization's overall direction, define and track measures to guide the journey, then delineate, execute, and manage the initiatives to attain an organization's goals and objectives. It includes those decisions and actions that determine the long-run performance of an organization. *Strategic Management Performance System* (SMPS) is a generic SM framework. The following table summarizes the points of intersection between the Baldrige Criteria and the SMPS Framework.

Learn more at www.lblstrategies.com/smps.

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	SMPS Task	Org. Profile	Leadership	Strategy	Customers	Measurement, Analysis & KM	Workforce	Operations	Results	ADLI
PHASE I Assess & Organize	1. Assess Current Strategic Direction and Capabilities	P.1a P.1b P.2a,b	1.1a1 1.1b	2.1b2 2.2a3			5.1a1			Approach
	2. Design and Organize an Appropriate Startup Program	P.2b		2.1a1						Approach
PHASE II Environmental Assessment	3. Conduct External Strategic Analyses	P.1b2		2.1a3	3.1a1,b1 3.2c				7.1a 7.2a1,a2	Approach Deployment
	4. Conduct Internal Strategic Analysis	P.1a2,a3	1.2a2	2.1a4		4.1	5.1a3 5.2c2,c4	6.1;6.2	7.3a2	Approach Deployment
	5. Evaluate SWOT	P.2a,b		2.1a1,a2,a3 2.1b2				6.1d		Approach Deployment
PHASE III Strategy Formulation	6. Define Strategic Direction		1.1a1 1.1c1, c2 1.2c1	2.1b1			5.1a4		7.4a1	Approach
	7. Establish Strategy	P.1b2	1.1c1	2.1a2,b2 2.2b 2.2a4	3.2a4				7.2a1,a2	Approach
PHASE IV Strategic Planning	8. Develop Strategic Plan			2.1a1,a2 2..1b1,b2				6.2c2 (ICOR)	7.5b	Approach
	9. Develop Strategic Operating Plan		1.2c1	2.1a1,a2,a3 2.2a2,a5,a6	3.2b1		5.1a3,a4 5.2c5	6.1d	7.5b	Approach
PHASE V Strategy Execution	10. Align Behind the Strategy		1.1b 1.1c1,c2	2.2a3,a4,a5	3.2a4		5.1a3		7.4a1	Approach Deployment Integration
	11. Implement the Strategic Operating Plan		1.2a1,c1	2.2a2 2.2b			5.1a3	6.1d	7.4a1 7.5b	Deployment
PHASE VI Performance Management	12. Measure Performance			2.2a5	3.2	4.1a	5.2	6.1b1	7.5b 7.2	Approach Learning
	13. Learn and Adapt			2.2b		4.1a3,c1,c2	5.2c5	6.1d		Learning
	14. Manage Strategy as an Ongoing Process	P.2c				4.1a3,b,c;4.2	5.2c5	6.1b3		Approach Deployment