

NINE PRINCIPLES		BALDRIGE CRITERIA		DESCRIPTION
1	Commit to excellence.	<i>Improve the bottom line while living out mission and values.</i>	Leadership, Strategic Planning, Measurement, Analysis and Knowledge Management, Results	<ul style="list-style-type: none"> <li>• Role-models well-defined standards</li> <li>• Creates service excellence so employees, students, and parents feel valued</li> <li>• Merits a ranking for which any employee or parent recommends the school district to others</li> </ul>
2	Measure the important things.	<i>Objectively assess the current status and track progress toward goals.</i>	Leadership, Strategic Planning, Customer, Measurement, Analysis and Knowledge Management, Workforce, Operations, Results	<ul style="list-style-type: none"> <li>• Identifies what the school district values</li> <li>• Defines specific targets</li> <li>• Determines aligned tools and processes</li> <li>• Maintains responsibility to public spending by calculating return on dollars/time invested to outcomes</li> </ul>
3	Build a culture around service.	<i>Connect services to organizational values.</i>	Leadership, Customer, Measurement, Analysis and Knowledge Management, Workforce, Process Management	<ul style="list-style-type: none"> <li>• Ensures that thoughtful processes and procedures become the norm</li> <li>• Ensures high-quality, caring environment for employees, students, and parents</li> <li>• Invests in building relationships with employees and stakeholders</li> </ul>
4	Create and develop leaders.	<i>Make leadership development a number 1 priority.</i>	Leadership, Measurement, Analysis and Knowledge Management, Customers, Workforce Focus, Results	<ul style="list-style-type: none"> <li>• Hires top-performing leaders</li> <li>• Develops aspiring new and existing leaders on well-defined and aligned expectations</li> <li>• Holds leaders accountable for defined outcomes</li> </ul>
5	Focus on employee satisfaction.	<i>Build a top-performing workforce.</i>	Leadership, Measurement, Analysis and Knowledge Management, Workforce Focus, Results	<ul style="list-style-type: none"> <li>• Gives employees opportunity for input</li> <li>• Engages in professional conversations to improve performance</li> <li>• Recognizes improved and high performance</li> </ul>
6	Build individual accountability.	<i>Create a self-motivated workforce.</i>	Leadership, Measurement, Analysis and Knowledge Management, Results	<ul style="list-style-type: none"> <li>• Aligns individual goals and measures to those of the organization</li> <li>• Moves the hockey stick curve to a bell curve to represent performance</li> </ul>



**Aligning the Nine Principles® with Baldrige Criteria**

<b>7</b>	Align behaviors with goals and values.	<i>Align leadership and resources.</i>	Leadership, Strategic Planning, Measurement, Analysis and Knowledge Management, Process Management, Results	<ul style="list-style-type: none"> <li>• Creates transparency of results to develop trust</li> <li>• Creates leadership report cards using aligned scorecards</li> <li>• Aligns short-cycle actions to results</li> </ul>
<b>8</b>	Communicate at all levels.	<i>Show why, then describe what and how.</i>	Leadership, Measurement, Analysis and Knowledge Management, Process Management	<ul style="list-style-type: none"> <li>• Speeds up the decision process</li> <li>• Creates proactive behavior</li> <li>• Improves working relationships</li> </ul>
<b>9</b>	Recognize and reward success.	<i>Everyone makes a difference.</i>	Leadership, Measurement, Analysis and Knowledge Management, Workforce Focus, Process Management	<ul style="list-style-type: none"> <li>• Creates win-win situations</li> <li>• Never lets great work go unnoticed</li> <li>• Recognizes behavior that merits following</li> </ul>