

ELEMENTS OF A HIGH FUNCTIONING/EFFECTIVE ORGANIZATION

LEADERSHIP

- Leaders' behaviors instill trust and respect, demonstrate integrity when it comes to their own actions
- Leaders set high expectations and reward excellence
- Leaders give continuous feedback both positive and corrective in a non-judgmental way
- Leaders take a personal interest in employees' career goals by helping them achieve them
- Leaders of the organization trust their personnel and empower them to be innovators and problem solvers, meeting the expectations of the plan
- Leadership is accessible and always part of the solution
- Infrastructure supports continuous process improvement

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PLANNING

- Organization has a clear understanding of its purpose, mission, vision, values and priorities
- Organization has a current strategic plan with a set of explicit goals and corresponding priorities/activities that are defined and aligned to achieve the plan
- Communication plan is transparent, proactive, responsive and effectively communicates priorities to all stakeholders and throughout the organization

DECISION MAKING AND STRUCTURE

- Organization has clearly defined roles and accountabilities for decisions
- Well defined work processes and resources
- Organizational structure supports objectives
- Regularly assesses customer and employee views on organizational effectiveness and needs

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THE BALDRIGE CRITERIA FOR PERFORMANCE EXCELLENCE

- Leadership
- Strategic Planning
- Customer Focus
- Measurement, Analysis, and Knowledge Management
- Workforce Focus
- Operations Focus
- Results

ELEMENTS OF A HIGH FUNCTIONING/EFFECTIVE ORGANIZATION

- Washington State Quality Award's Criteria for Performance Excellence-Education

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| <p>LEADERSHIP</p> <ul style="list-style-type: none"> <input type="checkbox"/> Development and deployment of a Mission, Vision and Values <input type="checkbox"/> Creating a Balanced Scorecard and a Management Review Process <input type="checkbox"/> Board Development | <p>HUMAN RESOURCE FOCUS</p> <ul style="list-style-type: none"> <input type="checkbox"/> Team building <input type="checkbox"/> Helping teams in trouble <input type="checkbox"/> Employee focus groups and or employee satisfaction surveys <input type="checkbox"/> Conflict Resolution – creating and sustaining a conflict competent culture <input type="checkbox"/> Trust building <input type="checkbox"/> Highly Effective People <input type="checkbox"/> Workforce Engagement/Climate Studies <input type="checkbox"/> Wellness Program |
| <p>STRATEGIC PLANNING</p> <ul style="list-style-type: none"> <input type="checkbox"/> Strategic Plan development and deployment <input type="checkbox"/> Benchmarking | <p>DATA ANALYSIS</p> <ul style="list-style-type: none"> <input type="checkbox"/> How to collect, analyze, and use performance data <input type="checkbox"/> How to display data in a meaningful way |
| <p>CUSTOMER FOCUS</p> <ul style="list-style-type: none"> <input type="checkbox"/> Creating a culture of customer service <input type="checkbox"/> Customer satisfaction surveys <input type="checkbox"/> Customer Relations <input type="checkbox"/> Patient Centered Medical Home | <p>PROCESS IMPROVEMENT</p> <ul style="list-style-type: none"> <input type="checkbox"/> Team problem solving tools <input type="checkbox"/> Rapid improvement tool <input type="checkbox"/> Business process redesign <input type="checkbox"/> Implementing Lean, 5S and other continuous improvement methodologies |