



Mission Statement

Vision

Our desired future state

To be the best-run business in America, for the benefit of our Customers, by systematically applying the modern leadership and management principles from the Baldrige Criteria for Performance Excellence.

Purpose

Why we exist

To maximize the long-term value of the organization for our shareholders, by meeting or exceeding the requirements of our Customers, and other key stakeholders.

Mission

What we do

We are a catalog and internet retailer of shooting, hunting and outdoor products relying on high-performing Employees, cutting-edge technologies and the modern leadership and management principles from the Baldrige Criteria for Performance Excellence.

Core Values

The shared beliefs that define our culture and foster loyalty

- Commitment to serving Customers
- Respect for all stakeholders
- Honesty and integrity
- Friendly, helpful and courteous behavior
- Focus on results, accountability and creating value
- Learning, continuous improvement and innovation

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Leadership and Management Principles

From the Baldrige Criteria for Performance Excellence



Introduction

If you are a student of Leadership and Management, then you will quickly recognize the 30 Leadership and Management Principles presented here. These principles have been discussed by Peter Drucker, Edwards Deming and a host of other writers over the last 60 plus years.

Every organization applies some or most of these principles from time to time throughout the year; the challenge for everyone is that we don't have a framework to systematically keep all of them in focus at the same time.

What may surprise you, if you aren't familiar with the Baldrige Criteria for Performance Excellence, is that these principles are the basis for the Baldrige Criteria, a framework for excellent performance. It is this framework that allows us to keep these principles in focus.

MidwayUSA created this document for three reasons; first, to help those not familiar with the Criteria to understand that Baldrige isn't something new or different, but merely a collection of tried and true principles; second, to provide a quick self-assessment tool for leaders to determine how well their organizations are applying these principles; and third, we believe that America needs Baldrige and we want to encourage other organizations to adopt the Baldrige Criteria as a framework to improve their organizational performance and thus the performance of America.

How to use the self-assessment

Baldrige uses the acronym ADLI, which stands for Approach, Deployment, Learning and Integration. You should be able to score your organization with an A, D, L or I in each of the Leadership and Management Principles.

As leaders, our goal must be to establish an effective approach to each of these principles, have them well-deployed throughout our organizations, be able to demonstrate continuous cycles of learning and improvement and enjoy integration of all key processes in our organizations

Here are the definitions of the terms, edited slightly from the Baldrige Glossary of Key Terms:

Approach – The methods used to address the principle; are they appropriate and are they effective.

Deployment – The extent to which the approach is understood and utilized throughout your organization.

Learning – The extent to which new knowledge or skills are acquired through multiple cycles of applying the principles.

Integration – The alignment and harmonization of plans and processes to achieve organizational goals.

Give yourself five minutes to score your organization. Then, take the time to read the Baldrige Criteria for Performance Excellence. The Criteria asks over 230 questions about your organization. The questions aren't exactly the same as the principles, but you will quickly see the relationship.

What do I do now?

At this point, hopefully you will be thinking that maybe Baldrige could help you improve the performance of your organization, and wonder where to begin.

Likely you have a state quality program that uses the Baldrige Criteria. You can find the state programs on the Baldrige Website www.baldrige.nist.gov. These programs offer support or will connect you with someone who does. Also, state programs need volunteer examiners to review applications and conduct site visits of applicants. Examiners learn how other organizations are applying the Baldrige Criteria and see, first hand, examples of performance excellence in each of the principles.

Begin informally writing your first Baldrige Award application. This will help you learn.

One last thought; taking your organization from good to great is not an easy or quick process; in best cases, it can be done in 3-5 years. The change in your organizational culture, the personal improvements in your leadership team and increased performance in your key measures will be your reward for this hard work.



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Leadership and Management Principles

From the Baldrige Criteria for Performance Excellence

Assessment					Principles	Why is this a principle?
A	D	L	I			
1					Maintain an effective Mission Statement -- Vision, Mission, Purpose and Values	The Mission Statement helps everyone understand where the organization is going (Vision), what your organization is trying to accomplish (Mission), why you are headed toward this vision (Purpose) and what shared beliefs will guide your actions (Values). An effective Mission Statement, that is well-deployed, will improve your organizational culture and performance.
2					Identify the Key Stakeholders of your organization - those important groups that are affected by your organizations success or failure.	Identifying your Key Stakeholders is the first step in understanding what to measure and the development of organizational goals.
3					Identify the Key Requirements of your Key Stakeholders -- what does it take to satisfy your Key Stakeholders?	Surveying your Key Stakeholders, to determine their requirements, is the second step in understanding what is important and what you should be measuring.
4					Identify the Key Processes within your organization that deliver the Key Requirements of your stakeholders.	The Key Processes are the ones that deliver the value that your Stakeholders require. Improving the results coming from these processes will improve organizational performance.
5					Measure the results of your Key Processes, these are your Key Measures.	Measure everything - well not exactly - but systematically measuring the output from your Key Processes can improve organizational performance.
6					Maintain Organizational Goals that are definable, measureable and achievable, and provide a balance for all stakeholders.	Organizational goals help everyone understand what specifically the organization is trying to accomplish. Goals should be definable, measurable and achievable; i.e., 95% Customer Satisfaction, 96% Employee Satisfaction, 92% Student Satisfaction, 91% Parent Satisfaction, 99% Patient Satisfaction, 92% Supplier Satisfaction, 97% Shareholder Satisfaction.
7					Benchmark the results of Key Processes against competitors and best practice organizations in and outside your industry.	Benchmarking helps organizations identify those processes that are delivering great results and those that they aren't. Benchmarking information should feed into your Strategic Planning Process, to help improve organizational performance.
8					Maintain an effective Strategic Planning Process	A systematic, effective Strategic Planning Process is the key to continuous improvement and sustainability. This process should include setting the direction of the organization, identifying opportunities for improvement, developing action plans that will deliver those improvements, executing the action plans and ensuring that the delivered results were desired and sustained.
9					Maintain an effective Communication Plan	A systematic, effective Communication Plan ensures that all Employees in your organization understand your Mission Statement your Strategic Plan, your goals and all other things important. This should include frank, effective two-way communications with your workforce.
10					Maintain a systematic Results Review Process	Measuring results is of little value, unless the results are systematically reviewed and analyzed. Such reviews help identify process improvement opportunities which will lead to improved organizational performance.
11					Require Accountability for results	Well-documented results, with leaders held accountable for meeting or exceeding goals, will improve organizational performance.
12					Systematically evaluate Leadership Effectiveness and Performance	Effective leadership is the most important element in organizational performance. Systematically evaluating your leaders will result in improved organizational performance.
13					Understand the Core Competencies of your organization and develop new ones	Understanding your core competencies, leading with them, and systematically developing new ones will provide for improved organizational performance.
14					Maintain an effective Reward and Recognition Program	A systematic, effective Rewards and Recognition program is one of the many keys to engaging Employees, managing for innovation, and building a performance oriented culture that will deliver improved performance.
15					Ensure Leadership Development/Improvement at all levels	The very best method of developing leaders, in our opinion, is to engage them as volunteer examiners in your State quality program and support them back home with an aggressive adoption of the Baldrige Criteria.
16					Maintain a systematic process to Engage your Customers.	Proactively communicating with your Customers (patients, students, ect.), and providing a system for them to communicate with you, will provide the information you need to increase market share.
17					Maintain a systematic process to Engage your Workforce	Innovation and performance improvement often comes from the workforce, rather than the leaders.
18					Maintain a systematic process to Engage your Suppliers	Proactive communication with your key suppliers can help both parties better understand the requirements of the other, and lead to performance improvement.
19					Maintain a systematic process to Develop your Workforce	Improved performance comes from a more highly trained and developed workforce.
20					Ensure Organizational and Individual Learning	If individuals are learning and the organization is learning, as a whole, performance will improve.
21					Manage Organizational Knowledge	If processes are broadly known and understood, so there are no knowledge gaps when Employees retire, transfer or leave, then performance will improve.
22					Ensure the Accuracy, Integrity and Security of your Data	Only decisions based on accurate data will improve performance. Your valuable data, in the wrong hands, can have a serious negative impact on productivity.
23					Promote and require Fact-Based Decision Making	Only decisions based on facts will improve performance.
24					Manage for Innovation	Managing for innovation increases the amount of innovation within your organization. Capturing and implementing this innovation results in increased performance.
25					Maintain a workforce environment that promotes and ensures High Performance and Performance Improvement.	A culture that demands and requires high performance and performance improvement has a great chance of getting both.
26					Promote, require and fulfill Legal, Ethical and Societal Responsibilities	An organization that understands its responsibilities to its community and society; then promotes and fulfills those responsibilities will improve its culture and performance.
27					Maintain a clear Succession Plan	A clear succession plan can improve the personal learning of those Employees identified for advancement and improve overall organizational performance.
28					Maintain and deploy a Contingency Plan	Preparation for the unexpected helps ensure sustainability.
29					Identify and Support Your Key Communities	These are the communities that depend on you and upon whom you depend. Supporting these communities is a 'win-win' situation.

* In the appropriate column, check the level of your organization on each principle.