

**STERLING**  
THE *Competitive* ADVANTAGE



**St. Petersburg – Tampa  
ASQ Chapter  
January 12, 2009**

*Using the Sterling/Baldrige Management  
System to Build an Integrated and  
Sustainable Organization*

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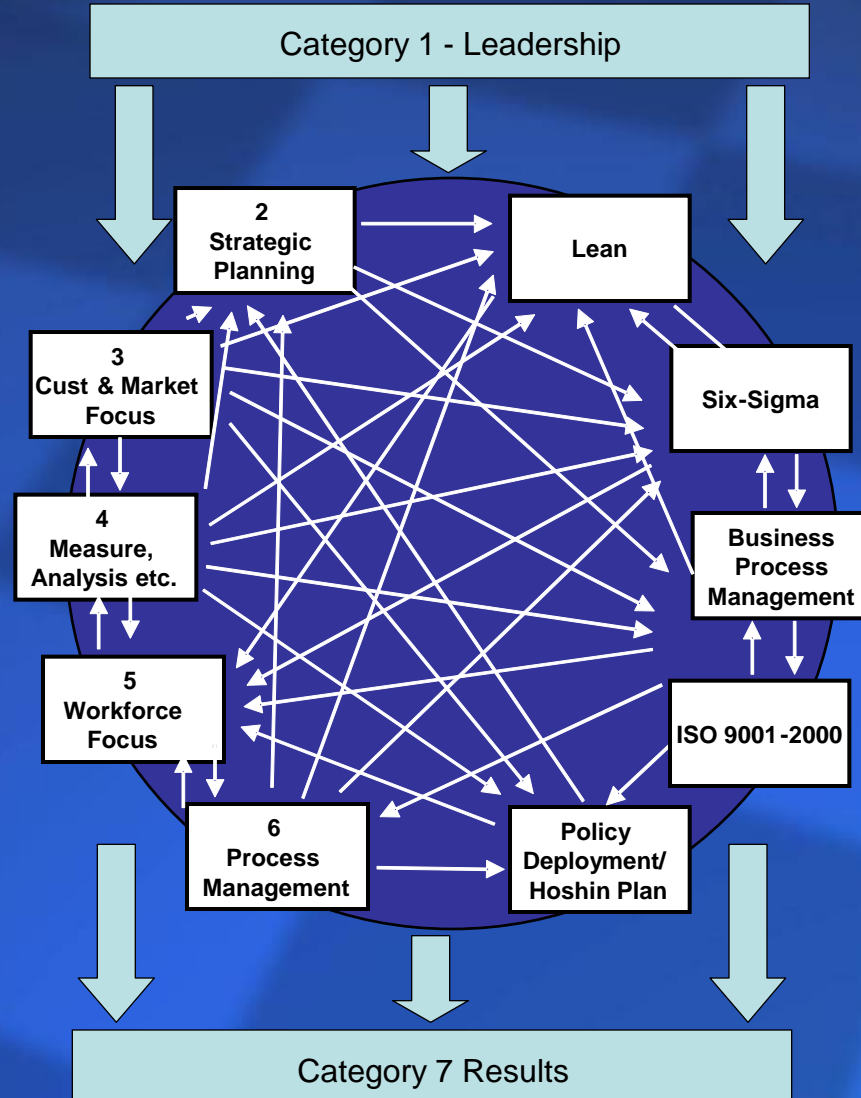
Master Examiner, Florida Sterling Council, Inc.

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## How do the pieces fit?

- Sterling
- ISO 9000
- Six-Sigma
- Lean

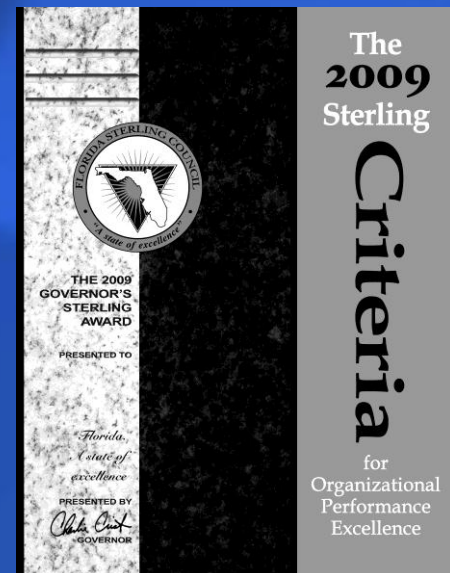






# Sterling Criteria for Organizational Excellence

- The **Inclusive** Management System
- Not prescriptive
  - ✓ Tells you “**WHAT**” but not “**HOW**”
- 11 Values
- 7 Categories





## Criteria built around Core Values

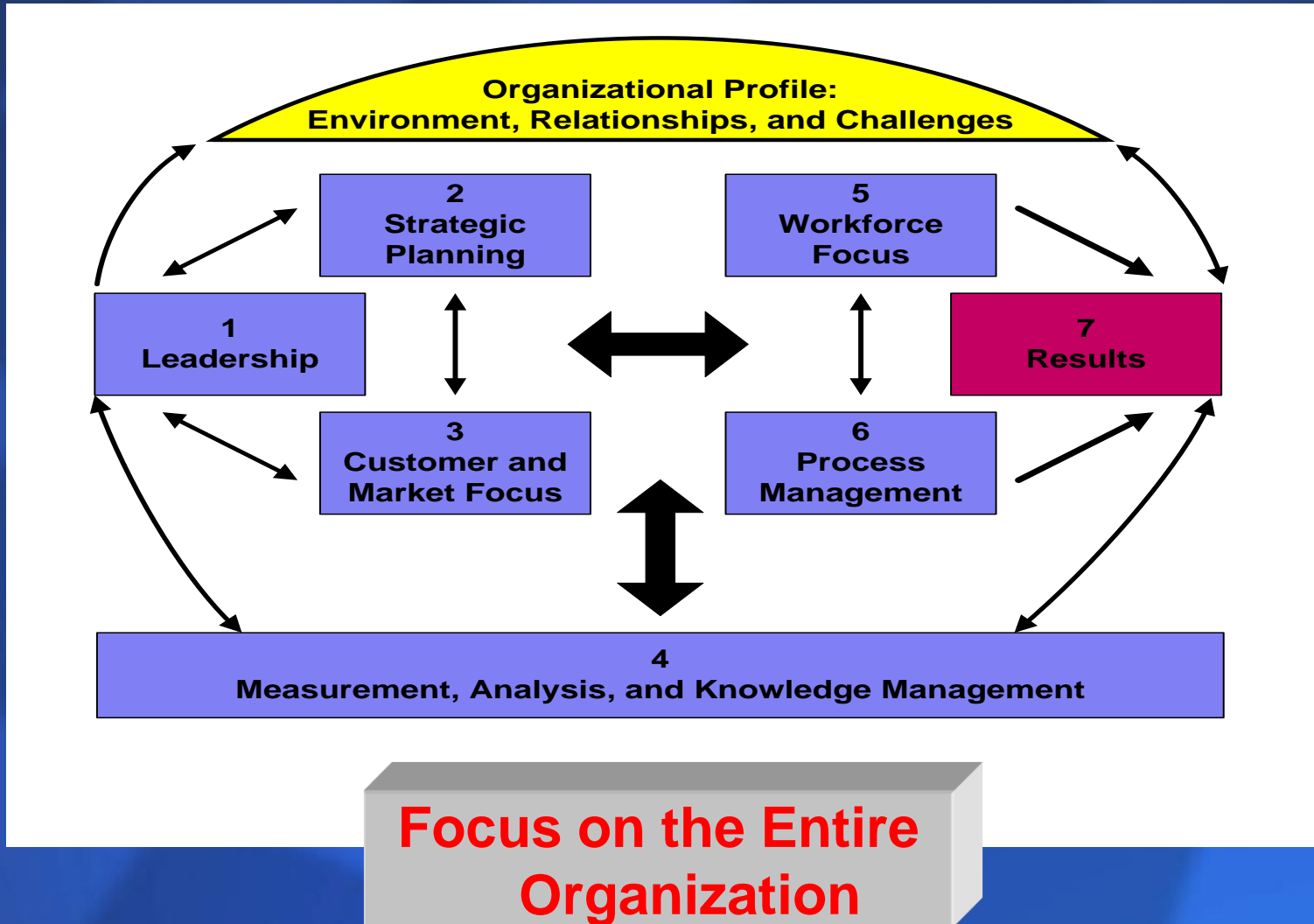
- Visionary leadership
- Customer-driven excellence
- Organizational & personal learning
- Valuing workforce members & partners
- Agility
- Focus on the future
- Managing for innovation
- Management by fact
- Societal responsibility
- Focus on results and creating value
- Systems perspective

**Focus on the Entire  
Organization**





# Sterling Criteria





## **VERY Prescriptive Standards - Product Management**

- Scope
- Normative Reference
- Terms and Definitions
- Quality Management System
- Management Responsibility
- Resource Management
- Product Realization
- Measurement, Analysis and Improvement

**Focus on the  
Product**



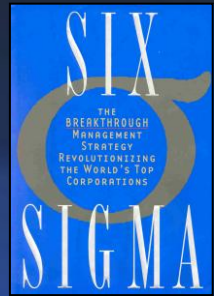
## **Provide a “HOW” for some Sterling Criteria**

- Strong link to Category 6 – Process Management
- Link to Category 1 – Leadership
- Link to Category 3 – Customer requirements for a product
- Link to Category 4 – Measurements
- Link to Category 5 – Workforce training and staffing

**Focus is on managing work process to ensure quality of a product, not managing the entire business.**

**Focus on the  
Product**

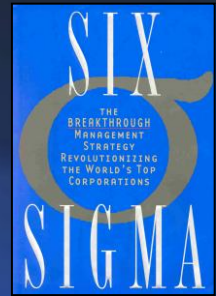




## Prescriptive Improvement Program

- Provides a focus on results by projects
- Identifies projects to improve performance
- Uses improvement tools and processes, usually DMAIC
- Focus on improving quality and reducing costs

**Focus on  
Projects**



## Provides a “HOW” for some Sterling Criteria

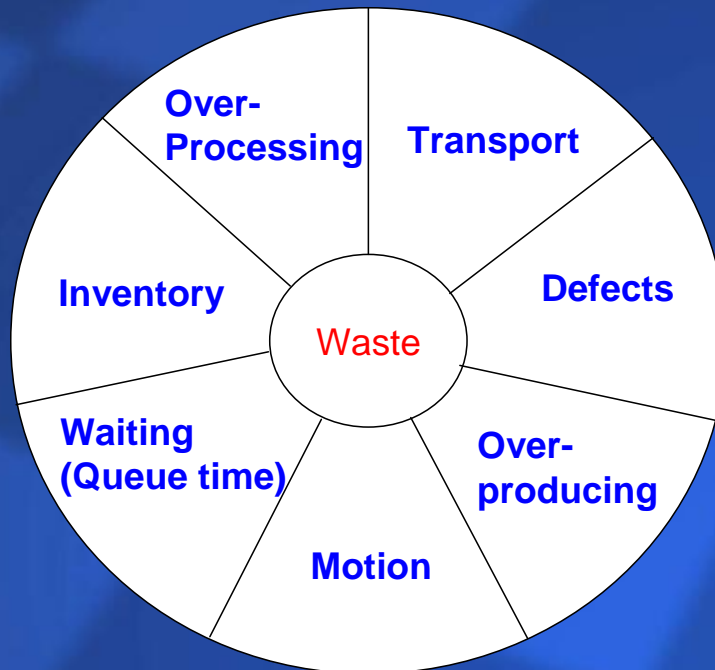
- Links to all Categories via Improvement Cycle
- Link to Category 1 – Leadership
- Link to Category 2 – Means to deploy strategy, can use DMAIC in Strategic Planning to identify priorities
- Link to Category 3 – Strong focus on customer requirements
- Strong link to Category 4 – Analysis, measurements, review of performance
- Link to Category 6 – Improving process and, in some sense, design of products

**Focus on  
Projects**



## Process Improvement Methodology

- Removal of waste from processes, reduced cycle time & cost reductions



## Eight Sources of Waste

**Focus on  
Projects**



## **Provides a “HOW” for some Sterling Criteria**

- Focus on removal of waste from processes, reduced cycle time & cost reductions
- Workplace organization to minimize transporting of goods/people within the process
- Standardization and stabilization of the process
- Quick changeover of lines/tools/products
- Total Productive Maintenance
- Mistake proofing processes
- One-piece work flow to eliminate inventories and match production to customer demand

**Focus on  
Projects**





## **Provides a “HOW” for some Sterling Criteria**

- Links to all Categories with the improvement cycle
- Some linkage to category 2 – can be used to identify organizational priorities via Value Stream Analysis
- Linkage to Category 4 – Analysis, measurement
- Linkage to Category 5 – employee involvement
- Strong linkage to Category 6 – work systems, process design and improvement
- Strong focus on results

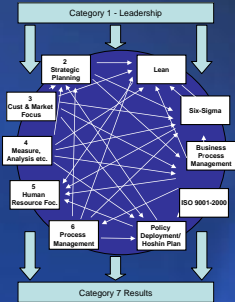
**Focus on  
Projects**



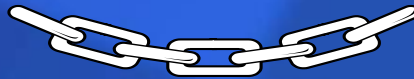


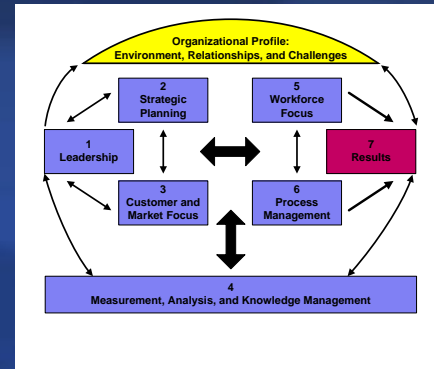
# How do the pieces fit?

- Sterling provides the Criteria for organizing and running an excellent organization. It is an inclusive non-prescriptive management system. It provides the “WHAT”.
- ISO 9001-2000, Six-Sigma, Lean and other “Programs” such as Hoshin Planning, Policy Deployment, Business Process Management and Kaizen, provide prescriptive means to achieve some of the specific parts of the Sterling Criteria. They provide the “HOW.”

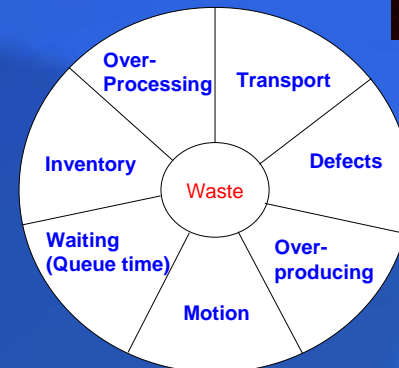
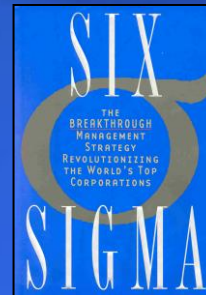
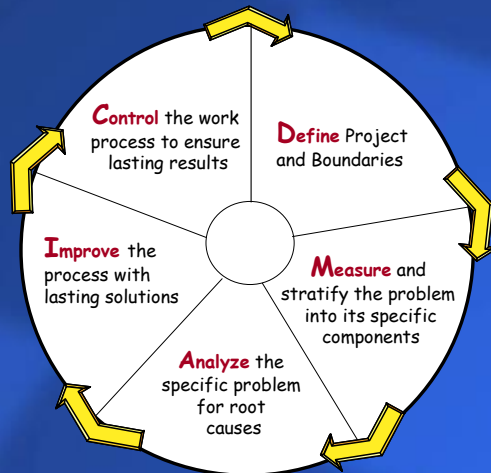


All must be driven by senior leaders!





# Link all the how's to the what's and build your sustainable organization!





## How YOU Can Get Involved

- Attend the 17<sup>th</sup> Annual Florida Sterling Conference in Orlando, Florida
- Group rates are being offered to ASQ Members attending this presentation
- Sign up to become a Sterling Examiner
- Attend Examiner Trainings
- Attend Regional Trainings

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