

# The Pursuit of Happiness and The Saga of the Apricot Tart




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# My personal perspective on the Baldrige framework

- As a scientist
- As an aficionado of philosophy & history
- As it aligns with my personal values
  - Respect for others
  - Integrity
  - Learning



# The pursuit of happiness is rooted in our history

- The *Declaration of Independence* states that
  - All men are created equal and
  - Are endowed with unalienable rights including
    - Life,
    - Liberty, and
    - ***The pursuit of happiness***




# The pursuit of happiness underlies the pursuit of performance excellence

- ▶ Achieving *sustained* performance excellence requires
  - ▶ Happy customers
  - ▶ Happy employees
  - ▶ Happy suppliers
  - ▶ Happy stakeholders and communities



# Many ways to promote happiness

- ▶ Happy customers through a combination of
  - ▶ Price, quality, relationship
- ▶ Happy employees through a combination of
  - ▶ Compensation, ability to make a difference, work environment
- ▶ Happy suppliers
  - ▶ Margin, stability, partnership
- ▶ Happy stakeholders and communities
  - ▶ Benefits, minimal impacts, value-added engagement



# Saga of the apricot tart or how I became a happy, loyal customer

- Was it about price?
  - Not really
- Was it about quality?
  - Not really
- Was it about relationship?
  - Yes!
- Time for a quality story!



# Now for some philosophy: What is happiness?

- ▶ Aristotle (384-322 BC)
  - ▶ Happiness is not a state of mind but a *way of living*, an activity of the soul in accordance with virtue
  - ▶ *Moral virtue* comes about as a result of habit
  - ▶ It's the kind of thing we *learn by doing*
- ▶ Immanuel Kant (1724-1804)
  - ▶ Act only on *principles* that we could universalize without contradiction
  - ▶ Treat persons as ends → self-respect and *respect for others* → universal human rights
  - ▶ *No one can compel me to be happy* in accordance with their conception of the welfare of others
  - ▶ *Each may seek his happiness* in whatever way he sees fit, so long as they do not infringe upon the freedom of others to do the same



# Now for some philosophy: What is happiness?

- ▶ Jeremy Bentham (1748-1832)
  - ▶ Utilitarianism: the highest principle of morality is to *maximize happiness* (fails to respect individual rights)
- ▶ John Stuart Mills (1806-1873)
  - ▶ People should *be free* to do whatever they want, provided they *do no harm* to others
  - ▶ *Maximize utility over time*
  - ▶ *Respecting individual liberty* will lead to the greatest human happiness
- ▶ John Rawls (1921-2002)
  - ▶ *Equal basic liberties* for all citizens and social and economic equality
  - ▶ The difference principle: only those social and economic inequalities are permitted that work to the *benefit of the least advantaged* members of society
  - ▶ The successful often overlook the *contingent aspect* of their success



# What underlies the Baldrige framework?


- *Inquiry-based* Helps you ask the right questions and get independent third-party feedback (mirrors science method and peer review)
- *Purpose-based* Helps you understand what your organization is trying to do as well as its key advantages and challenges
- *Systems-based* Helps you see how the various parts of your organization and its operations connect and interact. Helps you allocate and align resources and communicate effectively to all of your stakeholders
- *Values-based* Helps you do the right thing





# Baldrige Core Values and Concepts

- Systems Perspective
  - Visionary Leadership
  - Customer (Student) (Patient)-Focused Excellence
  - Valuing People
  - Agility and Resilience
  - Organizational Learning
  - Focus on Success and Innovation
  - Management by Fact
  - Societal Contributions (and Community Health)
  - Ethics and Transparency
  - Delivering Value and Results
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# Baldrige and the philosophy of happiness

- ▶ Is a values-based guide to running an organization with learning loops – aligns with Aristotle!
- ▶ Promotes ethical principles and valuing people – aligns with Kant!
- ▶ Strives to achieve performance excellence for customers – aligns with Bentham!
- ▶ Values people, agility, resilience, and sustained success – aligns with Mills!
- ▶ Embeds inquiry, respect for people, and societal contributions – aligns with Rawls!

***Baldrige-based performance excellence  
promotes broad-based happiness***



# Broad-based happiness is embedded in the Baldrige criteria

## Happy customers

- ▶ 3.1 Customer Expectations: How do you *listen* to your customers and determine products and services to meet their needs?
- ▶ 3.2 Customer Engagement: How do you *build relationships* with customers and determine satisfaction and engagement?

## Happy employees

- ▶ 5.1 Workforce Environment: How do you build an effective and *supportive* workforce environment?
- ▶ 5.2 Workforce Engagement: How do you *engage* your workforce for retention and high performance?
- ▶ 6.2.c.1 Safety: How do you provide a *safe* operating environment for your workforce and other people in your workplace?



# Broad-based happiness is embedded in the Baldrige criteria

## Happy suppliers and partners

### ▶ 6.1.c Supply-Network Management

- ▶ How do you select suppliers that are qualified and positioned to meet your operational needs, enhance your performance, support your strategic objectives, and *enhance customers' satisfaction*?
- ▶ How do you
  - ▶ Promote *alignment and collaboration* within your supply network;
  - ▶ Ensure supply-network *agility and resilience* in responding to changes in customer, market, and organizational requirements; and
  - ▶ Communicate performance expectations, measure and evaluate suppliers' performance, *provide feedback* to help them improve, and deal with poorly performing suppliers?



# Broad-based happiness is embedded in the Baldrige criteria

## Happy stakeholders and communities

- ▶ 1.2 Governance and *Societal Contributions*: How do you govern your organization and make societal contributions?
  - ▶ How do you
    - ▶ *Address any adverse societal impacts* of your products and operations,
    - ▶ *Anticipate public concerns* with your future products and operations

## Happy future customers, employees, suppliers, communities

- ▶ 2.1 Strategy development: How does your organization *prepare for the future*?



# The Baldrige framework *IS* really about the pursuit of happiness!

- Provides a framework that is **virtuous** (having or showing high moral standards) and **sustainable**
- Helps you create and deliver products and services that **maximize happiness** for your customers, employees, suppliers, partners, stakeholders and communities - now and into the future
- It helps you **learn** from a **systems** perspective

***Learning faster than your competitors is the ONLY sustainable competitive advantage***