



Mission Statement

Vision

Our desired future state

To be the best-run business in America, and the most successful, most respected business in our industry, for the benefit of our Customers.

Purpose

Why we exist

To be a role-model organization for America and to maximize the long-term value of the organization for our Shareholders, by meeting or exceeding our operational and long-term goals.

Mission

What we do

We are an internet retailer of shooting, hunting and outdoor products relying on high-performing, engaged Employees who share our Values and align with our Culture.

Values

The non-negotiable family principles that guide us

- Honesty
- Integrity
- Humility
- Respect for others
- Teamwork
- Positive attitude
- Accountability
- Stewardship
- Loyalty

Approved by the Board of Directors
November 21, 2016

For more information:
www.AmericaNeedsBaldrige.com
qms@midwayusa.com



ISO 9001:20015 Registered since 2008
2009 & 2015 Recipient of Baldrige National Quality Award

Baldrige 101: How to Get Started

The First 10 Steps to PERFORMANCE EXCELLENCE!



Sometimes the real challenge in developing a plan is not in knowing what to do, but rather, how to get started – not which steps are most important, but which come first. In our white paper *Leadership and Management Principles*, we identified thirty principles from the Baldrige criteria that we believe should define the overall leadership and management system for any organization. For purposes of this discussion, we have selected ten of these principles that represent the foundational first steps to anyone’s Baldrige journey. By systematically implementing these first steps, you can help ensure improved performance within your organization!

Unquestionably, establishing the culture, or DNA, of your organization must come first. Answering the following questions lays the foundation for your Mission Statement: “What does your organization do?” (your **Mission**), and “Why?” (your **Purpose**); “What does your organization want to be, when it grows up?” (your **Vision**); and “What shared beliefs define your culture and foster loyalty?” (your **Values**). Your mission statement, along with your goals, strategies, policies, and culture statement define your organization’s culture or DNA.

As you read further, please allow me to offer this caveat: whether your organization is Board-led or Staff-led, or a combination of the two, the Senior Leadership Team must be defined and they must work together to build the overall leadership and management system. Assigning the mission statement to one team and the key

stakeholders to another team and strategic planning to yet another is a recipe for disaster. Your Senior Leadership Team must work together as a team and must be in lockstep on each of the principles.

Most of these steps don’t need to be accomplished step-by step -- completing each one in order, before starting on the next one. They can, and should be, worked on concurrently, like a juggler keeping several balls in the air at one time. The one exception is Strategic Planning (#8), which must wait for input from the first seven items for direction, although you can begin building a Strategic Planning Calendar and meeting agendas right away.

Now, of course, the end game is **Results**, and this comes in item #7, the Balanced Scorecard. Every stakeholder wants improved results based on their key requirements. Items #1-6 lay the groundwork for the results, strategic planning is the tool that helps change the processes to improve the results, and the balanced scorecard helps ensure each stakeholder gets what they need without sacrificing the needs of the other stakeholders.

Without regard to how much leadership authority the Board of Directors desires, clearly the highest-level of leadership responsibility lies with the Board. While stakeholder satisfaction, fiscal responsibility and effective communication are the most visible outcomes, the Board is responsible to the stakeholders and the organization for the overall leadership system, and delivering the desired results.

Baldrige 101: How to Get Started

Vision

"I have a dream that one day this nation will rise up and live out the true meaning of its creed: "We hold these truths to be self-evident: that all men are created equal."

~Martin Luther King, Jr.

1. **A Clear, Inspiring Mission Statement** – Well-crafted statements of your **Vision**, your **Purpose**, your **Mission** and your **Values**, if they are effectively deployed throughout your organization via permanent postings and frequent verbal reinforcements, can significantly help your organization's leaders and **Key Stakeholders** understand who your organization wants to be and how it intends to get there. The Senior Leaders and the Board (or governing body) must be in agreement on the **Mission Statement**, as it guides all important organizational decisions. A sample mission statement is included on the last page of this document.



2. **Identify each of your Key Stakeholders** – **Key** Stakeholders vary by organization but usually include customers (patients, students/parents, etc.), employees/volunteers, and shareholders. These are the groups that are most-affected by your organization's actions and success. As a general rule, regulatory agencies are not stakeholders. However, many times your local community may also be a key stakeholder. Identifying each of your key stakeholders is critically important, as your Mission Statement is designed around providing value for them.



3. **Definable, Measureable and Achievable Organizational Goals** – A key for any organization, in attempting to deliver the high-performance that the key stakeholders require, is to have a clear set of organizational goals that the Senior Leaders and Board (or governing body) agree to – and everyone in the organization is doing their part to deliver on. Top-level organizational goals are typically to satisfy the **Key Stakeholders** with many lower-level goals rolling up into the organizational goals.



4. **Identify/Validate your Stakeholder's Key Requirements** – In order to meet your organizational goals of satisfying your key stakeholders, you must first know the key requirements of your key stakeholders; that is, what does it take to satisfy them? Each of your key stakeholders will have their own set of requirements. For example, **employees** want good compensation and benefits, advancement opportunities and a good working environment. **Customers** require competitive pricing and friendly service. **Patients** want friendly, knowledgeable doctors and nurses and clear communication. **Students** want engaging teachers and accessible technology.



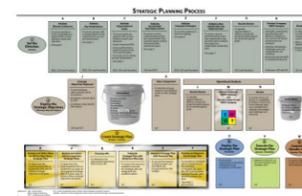
5. **Current, Well-defined Organizational Strategies** – Strategies are closely related to your values, as they guide decision making when policies aren't perfectly clear for a particular situation. For instance, "The safety of our employees is always our first priority" might be one of your strategies. This strategy helps guide decisions relative to organization responses to issues such as threats and severe weather. A strategy to "Promote from Within" helps guide decisions on staff development and succession planning.



6. **Identify your Work Systems and Key Processes** – Your overall work system is comprised of those processes that work together to accomplish your mission (produce your goods and services). Work processes are the parts of your work systems that are accomplished by your workforce and your key work processes are the processes most important to delivering the essential outputs. In a home, buying groceries and clothes, preparing meals, and doing the laundry are all key work processes that are part of the "Household Management" work system.

REPORT CARD				
GRADING PERIOD	1	2	3	4
READING	A	C	B	A
WRITTEN COMMUNICATION	A	C	B	A
MATH/SCIENCE	A	C	B	A
SCIENCE/HEALTH	A	C	B	A
SOCIAL STUDIES	A	C	B	A
ART	A	C	B	A
MUSIC	A	C	B	A
PHYSICAL EDUCATION	A	C	B	A
Grade Average	B			
Attendance	Present	100%	Absent	0%
Behavior	Good	100%	Bad	0%
A = Excellent B = Good C = Satisfactory N = Needs Improvement L = Lacks Direction P = Inconsistent R = Incomplete				
Teacher				
Student				

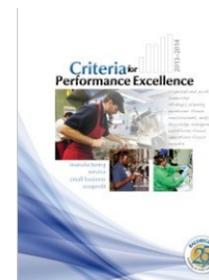
7. **Create a Comprehensive Balanced Scorecard** – A **balanced scorecard** is simply a list of **key stakeholders** and their **key requirements**, with accompanying data that indicates your performance on each **key requirement**. Data from your internal processes, as well as survey data can be used. The balanced scorecard should also display your numeric goals; i.e., 91% Student Satisfaction, 94% Patient Satisfaction, etc. The **balanced scorecard** puts all of your important results on one page. It is the grade card for your Senior Leaders. Some shortcomings in performance can be addressed with incremental improvements to internal processes; others will have to be addressed in the **strategic planning** process.



8. **A Systematic, Effective Strategic Planning Process** – In this context, the word **strategic means important**, so strategic planning is important planning. However, strategic planning is much more than planning, it also includes analysis and a review of results against goals to determine what changes should be made in the next strategic planning period, in pursuit of organizational goals. It also includes getting those changes made and monitoring the results of the changes to ensure that they continue to deliver the value anticipated. Strategic planning requires systematic meetings of key decision makers. We have created a white paper titled *Strategic Planning* that might be a great starting point for organizations wanting to improve their strategic planning. It can be downloaded from the website AmericaNeedsBaldrige.com.



9. **A Systematic, Effective Communication Plan** – Systematically and effectively communicating key information to your stakeholders is an important tool to keep them engaged. By communicating information, including your Mission Statement, strategies, goals and results, to all key stakeholders you help ensure everyone is going in the right direction, together. The next step is asking for their input and implementing changes based on this feedback. An effective communication plan engages everyone in delivering ever increasing value to your key stakeholders.



10. **Write a Baldrige Application** – To truly understand whether you are applying Modern Leadership and Management Principles, you must begin to answer the 230+ questions in the Baldrige criteria – questions like: "How do Senior Leaders set your organization's Vision and Values?" and "How does your organization conduct its strategic planning?" You can of course get all of these questions from the criteria booklet, but you can also download a list of these questions from a website created by MidwayUSA titled AmericaNeedsBaldrige.com.