

The Lexicon for High Performance

A

Action Plans - Specific actions that respond to short- and longer-term strategic objectives. Action plans include details or resource commitments and time lines for accomplishment.

Affinity Diagram - A tool used to group complex, apparently unrelated data into natural and meaningful groups of data.

Alignment: Consistency of plans, processes, information, resource decisions, actions, results, and analysis to support key organization-wide goals. Effective alignment requires a common understanding of purposes and goals.

Analysis - Examination of facts and data to prove a basis for effective decisions. Often involves determination of cause-effect relationships.

Anecdotal - Process information that lacks specific methods, measures, deployment mechanisms, and evaluation/improvement/learning factors. Frequently uses examples and describes individual activities rather than systematic processes.

Approach - the methods used by an organization to address the Baldrige Criteria Item requirements. Approach includes the appropriateness of the methods to the Item requirements and the effectiveness of their use.

Assessment - Using data to identify areas for improvement, and to track and analyze progress towards the achievement of vision and goals.

B

Brainstorming - An idea-generating technique that uses team interaction to generate many ideas in a short time period.

Benchmarks - The process and results that represent best practices and performance for similar activities, inside or outside the educational community. Comparative data.

Benchmarking - Information and data regarding processes and results that represent best practices and performance, inside or outside your industry.

C

Cause and Effect Diagram - A structured form of brainstorming that graphically shows the relationship of causes and sub-causes to an identified effect (problem). The diagram is also known as a fishbone diagram or Ishikawa diagram.

Cause - A proven reason for the existence of a problem - not to be confused with symptoms. When the cause is addressed, the process is improved.

Check sheet - A form used to record the frequency of specific events during a data collection period.

Consensus - A decision made after all aspects of an issue, both positive and negative, have been considered.
High Performance/CQI Definitions
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been brought out to the extent that everyone understands and supports the decision and the reasons for making it.

Continuous Improvement - Operational philosophy that increasing quality is an ongoing responsibility of everyone in the organization. The focus is on exceeding customer expectations by using data to incrementally improve key processes.

Continuous Improvement Process - The ongoing enhancement of work processes for the benefit of the customer and the organization; activities devoted to maintaining and improving work process performance through small and gradual improvements as well as radical innovations.

Control Chart - A chart showing sequential or time-related performance of a process that is used to determine when the process is operating in or out of statistical control, using control limits defined on the chart

Criteria - The standards, rules, needs and/or tests used to evaluate each project idea. Criteria are used to narrow down a brainstorming list and to determine what is most important.

Criteria Matrix - A method for evaluating solutions against criteria relating to their effectiveness, efficiency and adaptability, etc....

Cost of Quality - A term used by many organizations to quantify the costs associated with producing quality products. Typical factors taken into account are prevention costs (training, work process analyses, design reviews, customer surveys), appraisal costs (inspection and testing), and failure costs (rework, scrap, customer complaints, returns).

Cross Functional - Involving the cooperation of two or more departments within the organization (e.g., Marketing and Product Development).

Customer - Any person or group inside or outside the organization who receives a product or service.

Customer Expectations: The "needs" and "wants" of a customer that define "quality" in a specified product or service.

Cycle Time - the time it takes, from start to finish, to complete a particular business process. The time required to fulfill commitments or to complete tasks.

D

Deming Cycle - A model that describes the cyclical interaction of research, sales, design, and production as a continuous work flow, so that all functions are involved constantly in the effort to provide products and services that satisfy customers and contribute to improved quality. (See also *PDCA*.)

Deployment - the extent to which an approach is applied

E

Effect - An observable action or evidence of a problem.

Effective - A process that delivers the desired product or service to the stakeholder, while using

recourses effectively. How well a process or a measure addresses its intended purpose.

Efficient - A process that operates effectively while consuming the minimum amount of resources (labor, time, etc).

Empowerment - Refers to giving staff the authority and responsibility to make decisions and take actions. Results in decisions being made closest to customers, where work-related knowledge and understanding reside.

Ethical Behavior - how an organization ensures that all its decisions, actions, and stakeholder interactions confirm to the organization's moral and professional principles.

F

Fishbone Diagram - A structured form of brainstorming that graphically shows the relationship of causes and sub-causes to an identified effect (problem). The diagram is also known as a cause effect diagram or Ishikawa diagram.

Fitness-For-Use - Juran's definition of quality suggesting that products and services need to serve customers' needs, instead of meeting internal requirements only.

Flowchart - Flowchart that shows the people responsible for tasks as well as the flow of tasks in a process.

4 W's & 1H - Who, What, Where, When and How. A useful tool to help develop an objective and a concise statement of the problem.

Formative Assessment - Frequent or ongoing evaluation during courses, programs, or learning experiences that give an early indication of what students are learning, as well as their strengths and weaknesses. Often used as a diagnostic tool for students and faculty, providing information with which to make real-time improvements in instructional methods, materials, activities, techniques, and approaches.

G

Goals - Broad statements describing how you will reach your vision, answering the questions "how will we know when we've arrived?" and "how will we get there?" Short or long-term future conditions or performance level that you intends to attain.

H

High Performance Work – Work processes used to systematically pursue ever-higher levels of performance.

How – Refers to the processes an organization uses to accomplish its mission.

Histogram - A bar chart that illustrates the frequency distribution of a measurement or value.

I

Improvement - An approach to enhance organizational performance through the use of data-based decisions-making, process improvement, and constituent involvement.

Innovation - making meaningful change to improve programs, services and processes to create new value for students and stakeholders. Involves the adoption of an idea, process, technology, or product that is either new or new to its proposed application. Can result in breakthrough improvement or change in approach or outputs.

Integration - the harmonization of plans, processes, information, resource decisions, actions, results and analysis to support key organization-wide goals.

Internal customer - The individual/group/team/unit inside the organization who relies on other individuals/groups/teams/units work to get their work done on behalf of the organization, e.g., fellow workers, other departments.

Issue Statement - A clear, concise and measurable statement of the problem the team plans to work on.

J

Just-In-Time - A method of production and inventory cost control based on delivery of parts and supplies at the precise time they are needed in a production process.

K

Key - the major or most important elements or factors. Those critical to achieving your intended outcomes. The SPQA refers to key challenges, key plans, key processes-things most important to our success.

Knowledge Assets – Refers to the accumulated intellectual resources of your agency used for idea formation, information, learning, training, etc.

L

Leadership System – Refers to how leadership is exercised formally and informally within the organization. It is the basis for how key decisions are made, communicated and carried out.

M

Measures and Indicators – Refers to the numerical information that quantifies input, output and performance dimensions of processes, products, services and the overall organizational outcomes.

N

Nominal Group Technique - A technique for selecting which item(s) are most important by giving each person equal voice in selection.

O

P

Pareto Chart - A type of bar chart, prioritized in descending order from left to right, used to identify the vital few opportunities for improvement.

Performance - output results and their outcomes obtained from processes and services that permit evaluation and comparison relative to goals, standards, past results, and other organizations.

Performance Excellence - an integrated approach to organizational performance management that results in: delivery of ever-improving value to students and stakeholders; improvement of overall organizational effectiveness and capabilities; organizational and personal learning.

Performance Measures - Indicators used by stakeholders to evaluate the effectiveness or quality of a process, service or product. Specific data that enables you to determine when you've achieved your goals.

PDCA Cycle - An adaptation of the Deming Cycle, which stresses that every improvement activity, can best be accomplished by the following steps: *plan, do, check, etc.*

Planning - A process for guiding future-oriented decisions, setting priorities, and allocating resources. Many departments make planning an ongoing activity that involves representatives from all constituent groups.

Prioritization - Process of ranking ideas, projects, or solutions as determined by individual judgment and group consensus.

Process - Combination of people, machines, tools, techniques and materials linked in a systematic series of steps or actions to complete a task or fulfill a commitment. A series of steps you need to take to accomplish a task.

Process Check - A technique used for critiquing group sessions or meetings that identifies the areas that made the session successful along with the areas that need improvement.

Process Flowchart - A chart that uses symbols to represent the input from suppliers, the sequential work activities, the decisions to be made and the output to the stakeholder.

Process Map - A chart that documents the flow of a process across departmental lines in the regular, chronological sequence of steps. A diagram of the steps or activities in a process. Also known as a flow chart.

Process Owner – Individual or team assigned the responsibility for continuous improvement of a specified process.

Productivity - measures of the efficiency of resource use.

Q

Quality - Quality is providing customers with products and services that consistently exceed their expectations or a customer's perception of the value of a product or service;

Quality Control - The process of measuring quality performance, comparing it with the standard, and acting on the difference.

Quality Improvement - A systematic method for improving processes to better meet stakeholder needs and expectations.

Quality Initiative: A formal effort by an organization to improve the quality of its products and services; usually involves top management development of a mission statement and long-term strategy.

R

Random Sample - The number of units chosen from a lot by a method that gives each unit an equal chance of being selected.

Results - outputs and outcomes achieved by an organization in addressing the requirements of a Baldrige Criteria Item. Results are evaluated on the basis of current performance, performance relative to appropriate comparisons, the rate, breadth, and importance of performance improvements, and the relationship of results measures to key organizational performance requirements.

Rework - To correct defects a process has produced.

Root Cause - The basic reason creating an undesired condition or problem. In many cases, the root cause may consist of several smaller causes.

Run Chart - A graphic plot versus time of a measurable characteristic of a process.

S

Sample Size - Number of units to be selected for the random samples.

Sampling - Technique of obtaining information about a large group (population) from a smaller representative group (sample).

Scatter Diagram - Chart in which one variable is plotted against another to determine if there is a correlation between the two variables.

Segment - part of an organization's overall base related to students; stakeholders; markets; program, offerings, and services; or faculty and staff. This is critical to understanding the distinct needs and expectations of different customers, markets, and employees and are key to tailoring products or services.

Senior Leadership - Refers to an organization's senior management group or team.

Special-Cause Variation - Any violation arising from circumstances that are not a normal part of the work process. (See also **Common-Cause Variation**)

Strategic Challenges – Refers to those pressures that exert a decisive influence on an organization's likelihood of future success.

Strategic Objectives - The articulated aims or responses to address the major challenges to improvement, business advantages, competitiveness. They are focused internally and externally. Simply put they are what must be achieved to remain or become competitive.

Strategies - Specific, detailed statements that describe how you will achieve your goals. Generally list what will be done, how and when it will happen, and who is responsible.

Subprocess - A group of tasks that together accomplish a significant portion of an overall process.

Supplier - Anyone from whom the organization or individual receives goods or services.

Surveys - A means of gathering data on the opinions, feelings, impressions, or satisfaction of a group.

Sustainability – Refers to the organization's ability to address current needs and to have the agility and strategic management to prepare successfully for the future business and market environment. This also implies the ability to prepare for real-time or short-term emergencies.

Systems - In a system, all functions, activities and processes are interdependent as apposed to antidotal. Focusing on the interactions between parts, rather than focusing on improving the parts alone improves the system.

Systematic - approaches that are repeatable and use data and information so learning is possible. Approaches that build in the opportunity for evaluation, improvement, and sharing.

I

Task - Specific activity necessary in the function of an organization.

Team - A group of people committed to a common purpose and approach, for which they hold themselves mutually accountable.

Team Leader - A person trained in identifying, analyzing and solving chronic system problems and identifying improvement opportunities.

Theory - An unproven assertion about the reasons for the existence of defects and symptoms.

Trend - A gradual change in a process or output that varies from a relatively constant average. A minimum of three data sets is necessary to begin to ascertain a trend.

V

Values - Basic precepts about what's important to an organization or unit, answering the question "what are our assumptions and beliefs". Guiding principles and behaviors that embody how your organization and its people are expected to operate.

Value Creation – Refers to the processes that produce benefit for your customers and for your business. They are the most important processes for running your business—those that involve the majority of your employees.

Vision - A clear and compelling overall description of the desired future state, answering the question "where does our unit want to go?" The desired future state of your organization, where it is headed, what it intends to be , or how it wishes to be perceived in the future.

W

Work Process - A series of work steps that produce a particular product or service for the customer.

Work Systems – refers to how employees are organized into formal and informal units to accomplish the mission and strategic objectives

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