



## Baldrige Executive Fellows Program - Core Components

The Baldrige Fellows program offers a unique opportunity to become part of a cohort of senior decision makers who will learn from some of the best companies and leaders in the U.S. and from each other. The program is designed to propel you and your organization to higher levels of performance.

- Interact with Senior Executives
- On-site Sessions with Role-Model Organizations
- Personalized Learning Objectives and Capstone Project
- Orientation to Baldrige Framework and Concepts
- Quest for Excellence Conference Participation
- Coaching by Senior Executives from leading organizations
- Peer Learning
- Virtual Interaction

### **Interact with Senior Executives**

In multiple venues, Baldrige Fellows meet with visionary leaders who have achieved exceptional business results. On-site, small-group sessions with senior executives from Baldrige Award recipient organizations allow Fellows to learn how these executives have led their organizations effectively. In addition, the Quest for Excellence Conference, coaching sessions, and virtual sessions provide formal and informal opportunities to network with senior executives from a variety of successful organizations.

### **On-site Sessions with Role-Model Organizations**

Three of the five sessions take place on-site at Baldrige Award recipient organizations and focus on different components of a successful management system. At each session, Fellows learn how senior leaders have set a vision for and achieved success across their organizations, see the impact of a systems perspective on organizational success, and tour the organization's facilities. A key component of the session is the opportunity to raise and discuss questions and issues with senior leaders and with other Fellows in a small group.

### **Personalized Learning Objectives and Capstone Project**

Each Baldrige Fellow develops a set of individualized learning objectives based on their own needs and the needs of their sponsoring organization. Fellows refine the objectives throughout the program as their knowledge grows based on their experiences in program sessions. Each Baldrige Fellow develops a capstone project that reflects self-determined learning objectives addressing an issue or need that is significant to the sponsoring organization. The project integrates and applies learning from the program sessions, coaches, other members of the Fellows cohort, and Award recipient senior executives.



## **Orientation to Baldrige Framework and Concepts**

Fellows participate in an orientation to the Baldrige framework, core values, and core concepts tailored to the needs of senior executives. From senior executives of role-model organizations, Fellows learn how executives have applied the framework and concepts to improve their own leadership effectiveness and their organizations' business results. The focus is on concepts of strategic significance.

## **Quest for Excellence Conference**

Baldrige Fellows participate in the Quest for Excellence Conference, the annual meeting of Baldrige Award recipients and practitioners. At the conference, Fellows meet senior executives from Award recipient organizations as well as other Fellows, learn about the Baldrige framework and Criteria for Performance Excellence, learn how Award recipient senior leaders apply Baldrige principles to achieve excellence, and begin refining personal and cohort learning objectives.

## **Coaching**

Each Baldrige Fellow is paired with an executive resource: an experienced senior executive from a Baldrige-affiliated organization. These coaches provide Fellows one-on-one consultation during the program, help Fellows hone their executive leadership skills, and conduct individual, structured telephone calls with Fellows after on-site sessions to reinforce learning and relate it to the Fellows' personal and organizational goals.

## **Peer Learning**

Baldrige Fellows have multiple opportunities to build a network of relationships with other executives in their cohort for mutual learning and support. Fellows participate as a group in five face-to-face sessions focusing on key areas of success for senior executives. In addition, Fellows exchange ideas and opinions in preparatory and follow-up discussions.

## **Virtual Interaction**

Baldrige Fellows meet virtually in the periods between the five face-to-face sessions. These meetings serve as a venue for introducing concepts and materials, learning from case study material, addressing questions, and identifying lessons learned. Fellows also brief each other and program staff on their progress and receive feedback on their capstone projects..