

## Baldrige Glossary **HD**: High Performance Work

### High Performance Work

The term “*high-performance work*” refers to work [processes](#) used to [systematically](#) pursue ever-higher [levels](#) of overall organizational and individual [performance](#), including quality, [productivity](#), [innovation](#) rate, and [cycle time performance](#). [High-performance work results](#) in improved service for [customers](#) and other [stakeholders](#).

[Approaches](#) to [high-performance work](#) vary in form, function, and incentive [systems](#). [High-performance work](#) focuses on [workforce engagement](#). It frequently includes cooperation between management and the [workforce](#), which may involve [workforce](#) bargaining units; cooperation among work units, often involving teams; self-directed responsibility and [employee empowerment](#); and [employee](#) input to planning. It also may include individual and organizational skill building and [learning](#); [learning](#) from other organizations; flexibility in job design and work assignments; a flattened organizational structure, where decision making is decentralized and decisions are made closest to the “front line”; and [effective](#) use of [performance measures](#), including [comparisons](#). Many [high-performance](#) organizations use monetary and nonmonetary incentives based on factors such as organizational [performance](#), team and individual contributions, and skill building. Also, [high-performance work](#) usually seeks to [align](#) the organization’s structure, [core competencies](#), work, jobs, [workforce](#) development, and incentives.

Note: [Blue](#) words above are hyperlinks to other [GLOSSARY HD](#) terms and their definitions.

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