

# PERFORMANCE COUNTS

Fall 2010



The Newsletter of the Virginia U.S. Senate Productivity and Quality Award Program

## Who's in the VA SPQA Community?

- Award applicants and past recipients
- Current, potential and past Examiners
- Sponsors big and small
- Others who wish to make a difference

## Who to contact with questions about the VA SPQA Community?

- *Bob Bowles, Executive Director* 571.215.8881  
[director@spqa-va.org](mailto:director@spqa-va.org)
- *Jo Lin Rohr, Board Chair*  
[chair@spqa-va.org](mailto:chair@spqa-va.org)
- *Mike Novak, Newsletter Editor*  
[editor@spqa-va.org](mailto:editor@spqa-va.org)

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## SPQA Needs You ... As An Examiner!

*2011 SPQA Cycle Has Been Launched! Sign Up Now!*

The 2011 U.S. Senate Productivity and Quality Award for Virginia program is underway. Applications for the Recognition/Award and Discovery programs are being received; Examiners are needed for both programs.

Applications for new and returning Examiners are being accepted through December 1 at <http://www.spqa-va.org/examiners.html>. This same site includes the downloadable version of the *Virginia SPQA 2011 Examiner Guide*, which contains the complete schedule of Examiner events.

Why become an Examiner? Aside

from the obvious benefit of knowing that you have helped an organization improve its performance, here are a few additional benefits:

- Continued personal learning, leading to possible career and professional development
- Development path for advancing in the SPQA Program
- Excellent addition to your resume
- Gain in-depth knowledge of the "world-class" management criteria
- Learn about best practices from other organizations and other industries
- Learn how to apply the "world-class" criteria in your own organization

- Network with other performance excellence professionals
- Network with a community of practice for the Baldrige Criteria for Performance Excellence
- Patriotism
- Possible advancement to the national Baldrige Program
- Recertification or continuing education credits
- Recognition (letter to employer and certificate signed by Senators)
- Sense of pride
- Sharpen your analytical skills
- Take valuable skills back to employer

So what are you waiting for? Become an Examiner now! ●

## Baldrige News

### *Name Change; Deficit Commission Deliberations*

#### *Baldrige Program and Award Names Change*

The Baldrige National Quality Program has been renamed the Baldrige Performance Excellence Program, according to a news article in the November issue of *Quality Progress*. The Malcolm Baldrige National Quality Award will also be renamed; the award will be called the Malcolm Baldrige Award.

According to the National Institute of Standards and Technology, which manages the Baldrige Program, the change was made to emphasize the Baldrige Program's and Award's overarching focus on organizational excellence, rather

than just on product, service, and customer quality.

#### *Deficit Commission Discusses Baldrige and Other Programs*

Among the types of possible actions cited by the Co-Chairs of the Bipartisan National Commission on Fiscal Responsibility & Reform is the reduction, restructuring, or elimination of programs like the Baldrige National Quality Award Program.

It is important to realize that at this point in time this and possible actions to reduce the national deficit are being deliberated, and there is no

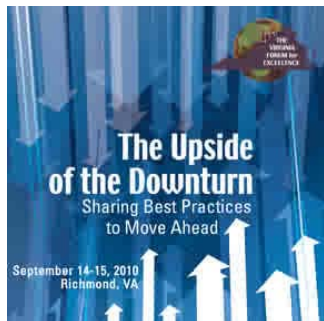
assurance that they will become actual recommendations, or that any particular recommendation will be accepted.

The Baldrige Foundation and the Alliance for Performance Excellence (the organization of state Baldrige-based programs) have submitted comments to the Commission regarding the value to the Nation of the Baldrige program and the potential adverse effect to the economy of its elimination.

Additional information regarding the Commission's purpose and deliberations can be found at [www.fiscalcommission.gov](http://www.fiscalcommission.gov). ●

"VA SPQA evaluation and recognition is available to the **business service, manufacturing, health care, government/non-profit and educational sectors.**"

## If You Missed It ... You Missed It! 2010 Virginia Forum for Excellence



If you were not in attendance at the 2010 Virginia Forum for Excellence, you missed a great conference.

September 14 was devoted to pre-conference tutorials.

Dr. Jan Garfield and Eric Malloy delivered a full-day overview of the SPQA Program, **An Explorer's Guide to the SPQA Criteria**, a detailed discussion of the content of the Organization Profile and the seven Baldrige Criteria for Performance Excellence categories.

"An Explorer's Guide to the Criteria for Performance Excellence" is Virginia SPQA's one-day version of "The Inquirer's Guide to the Criteria for Performance Excellence."

Also, in the morning, Mr. Jay Fadgen of Lodestar Consulting presented a half-day workshop, **The Dos and Don'ts of Preparing an Award Application**, which focused on how to conduct a Baldrige Criteria for Performance Excellence self-assessment as if applying for the Virginia SPQA Medallion or the Baldrige Award. Participants learned how to focus their assessments or award applications to properly address each of the seven Baldrige Categories. Individuals gained an understanding of what is involved on their organizations' part and what to expect as their return on investment by fully engaging the Baldrige framework.

In the afternoon, Mr. Ken Smith of Strategic Directions, LLC, presented a half-day workshop, **The Dos and Don'ts of Preparing a Discovery Self-Assessment**. This workshop focuses on how to conduct a Virginia SPQA Discovery Program self-assessment based on the Baldrige Criteria for Performance Excellence framework. Participants learned how to focus their self-assessment and gain insights on how the value of this Program can be realized. Individuals gained an understanding of what is involved on their organizations' part and what to expect as their return on investment by participating.

The evening of September 14 included an Examiner Team Dynamics exercise, facilitated by Tina Moreau, and recognition of the Examiners, Judges, Editors, and others who participated in the 2010 SPQA program. A highlight of the evening was the presentation of special awards to a number of individuals:

- Marie Hussey was named **Examiner of the Year** for her active participation in Team activities including completing all work in a timely fashion, collaboration with other Team members and Team leadership, enthusiasm, initiative, quality of work, professionalism, and not only exceeding expectations but also volunteering for another SPQA project/contribution.
- Chuck Vernon, Melissa Anderson, and Elizabeth Eckert received **Rookie of the Year** awards as first-year Examiners, for active participation in Team activities including completing all work in a timely fashion, collaboration with other Team members and Team leadership, enthusiasm, initiative, professionalism, and quality of work.
- Robyn Becker, Mike Novak, Blaine Brecht, and Eric Malloy received **Above and Beyond** awards for their outstanding contributions in their assigned roles and special projects.

On September 15, sessions covered the full spectrum of Criteria-related topics:

David Crawford spoke on *Managing Performance and Monitoring Results*; Vaughan Limbrick on *Know What you Don't Know About Employee Engagement*; Kathy Ralston and Lynette Cary on *Knowledge Management*; and Cheryl Eyermann and Gayle Blizzard on *Leveraging Good to Best Practices Through an Appreciative Inquiry*. Lisa Ross addressed *Ethical Behavior & Employee Engagement - The Jack & Jill of Organizational Trust*; Joe Turek, Renee Fluty, and the SPQA Interns of Lynchburg College addressed *Generation Baldrige*; Dona Witten addressed *Overcoming Resistance to Change*; and Glenn Marshall addressed *Effective Benchmarking vs. Industrial Tourist*. Michael Novak spoke on *Managing Competency, Capability, & Capacity*; Marjorie Carkhuff on *Moving Towards Improving Organizational Performance*; Ron Chapman on *Learning Happens, Developing Lifelong Learning*; and Joseph Barto on *The Courage to Lead a Lean Journey*.

Interspersed among the workshops were keynotes. In the **Opening Keynote**, John Fitzgerald, Chief Executive Officer, INOVA Fair Oaks Hospital, spoke on **SPQA – "A Strategy for Improvement"**

At the **Keynote Luncheon**, Larry Potterfield, Chief Executive Officer, MidwayUSA (2009 Baldrige Award recipient), spoke on **"Make the Upside Happen."**

The Forum concluded with the Award Recognition Ceremony to honor our Award recipient, Hanover County Government, and Discovery participants. Desert was provided. The Honorable William Bolling, Lieutenant Governor of Virginia delivered remarks and presented awards. Master of Ceremonies was Mr. Bernie Niemeier, President and Publisher, *Virginia Business* magazine. ●



## Coming Soon to a Theater Near You!

### *An Inquirer's Guide to the Criteria for Performance Excellence*

The Inquirer's Guide to the Criteria for Performance Excellence is a two-day overview of the SPQA Award Program and a detailed discussion of the content of the Organizational Profile and seven Categories of the Baldrige Criteria for Performance Excellence. The program includes exercises for each of the seven Categories plus a strong emphasis on the Organizational Profile.

The workshop is designed for individuals and organizations interested in learning the details of the Baldrige Criteria for Performance Excellence and its application in the organization through discussion and exercises. It is ideal for organizations interested in deploying Criteria principles and considering applying for the Medallion award.

SPQA Examiners are required to attend this workshop every two years.

Workshops are scheduled for the Hampton Roads area December 6&7, and January 10&11 in Richmond. See <http://www.spqa-va.org> for details. ●

## SPQA Schedule of Events

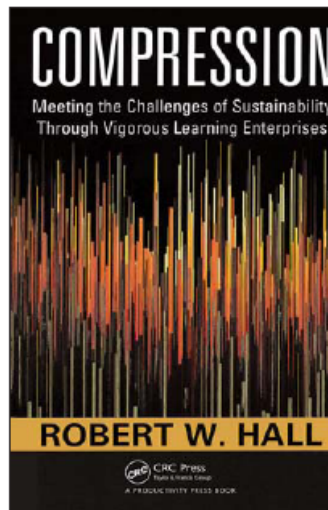
- October 15– December 1 – 2011 Examiner Recruitment
- January 12-14 & 19-21, 2011 – Examiner Training
- January - February 2011 – Independent Review
- February - March 2011 – Consensus Meetings
- April 2011 – Site Visits
- April - May 2011– Feedback Reports sent
- June - July 2011 – Feedback Meetings with Applicants
- July 16, 2011 – SPQA Forward
- September 7&8 – VA Forum for Excellence

Watch <http://www.spqa-va.org> for details. ●

## Book Review

# Compression: Meeting the Challenges of Sustainability Through Vigorous Learning Enterprises

By Robert W. Hall; CRC Press, Taylor & Francis Group, A Productivity Press Book, New York, 268 pp.



In the future, economic and ecological survivability will require businesses, governments, and learning organizations to engage in advancing a new organizational model.

The days of rapid growth through expansion will need to be rethought. There will be a need for a new way of thinking called "compression" as put forth by Robert "Doc" Hall, co-founder of the Association for Manufacturing Excellence (AME):

*"Compression is almost the opposite of economic expansion. It turns old economic and business assumptions wrong side out. Most business thinking, indeed most daily thinking, presumes an expanding economy. We expect money invested in a bank or corporate stock to grow. We expect companies and cities to grow. So we solve most problems by finding and using more resources — energy, materials, land .... The goal of Compression is to learn how to continue improving human quality of life while greatly reducing our consumption of energy and virgin raw material,*

*while releasing no toxic chemicals into either air or water."*

Vigorous learning enterprises are counterintuitive to much more normal behavior in expansion. Conventional business systems are financially controlled. Their status systems, hierarchies, and politics are based on money and control. Vigorous learning enterprise implies how to lead a work organization toward vigorous learning. Everyone, especially top leaders, needs to "see" situations beyond the core work organization and even beyond its total enterprise consisting of all its stakeholders. The key differences from the legacies of managing expansionary businesses and vigorous learning enterprise are:

- Mission, not wealth maximization is a vigorous learning enterprise's primary purpose.
- People comprise a vigorous learning enterprise. They are not assets working primarily to benefit owners.
- Vigorous learning enterprises capable of quickly executing well-considered changes are the key to coping with all other challenges.

What constitutes the major elements of a vigorous learning enterprise?

- A mission to benefit society that people actually "believe in" and work for, and that addresses some of the challenges of compression.
- A common organizational learning discipline, based on scientific logic. This creates systemic means to record learning and access it. It validates new knowledge against reality and measures whether

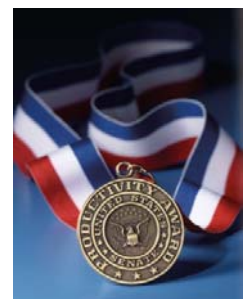
action is advancing the mission.

- Constantly reviewing changing situations to steer collective learning productively. This requires "meta-perception" — the ability to see one's self and any organizational situation as if one were outside it. This ability is important for everyone in the organization, but critical for its top leadership.
- Patterns of behavior that stimulate and sustain collective learning.
- Leadership from a "servant leader" mentality. Multi-functional people placed in positions based on demonstrated merit (strongest "A-Team" line-up at all times).
- Customs built in so that this "learning culture" constantly self-reinforces itself.

Doc Hall's advice for early adopters: "Naturally, a proposal for vigorous learning enterprises as a pragmatic approach to our myriad of 21st century challenges stirs a great deal of apprehension. It probably should, for it is a substantial deviation from prior history." ●

Reviewed by Glenn Marshall, Northrop Grumman Shipbuilding, Newport News Operations, and a member of the AME board of directors.

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## The Performance Corner

*Featuring articles from members of the VA SPQA Community that promote performance excellence.*

*This article is submitted by Paul Grizzell, of Core Values Partners, Inc.*

*"Performance Counts" is looking for submissions for the Winter 2010 edition. To be considered, submit your article no later than December 11, 2010 to: [editor@spqa-va.org](mailto:editor@spqa-va.org). Please limit submissions to 625 words.*

# The Six "Added Values" of the Baldrige Process

When visiting with senior leaders of an organization about the value of embarking on a Baldrige journey, a frequently used phrase is "It's not about the Award." At that point, the discussion moves to writing an application, and the sense of leaders is that "We're applying for an Award!" How do we convince leaders that there is value within the Baldrige process above and beyond applying for Baldrige or a state or local quality award?

Leaders need to understand what value the Baldrige process provides if it's not just about the award. Senior leaders and board members look for additional value, especially considering the investment of time involved in developing a 50-page application.

In my experience, the following six "Added Values" of the Baldrige process demonstrate the value of developing a Baldrige application – even if you never submit the application to an award process.

**1. Accountability Tool** – The structure of the Baldrige process forces accountability. When senior leaders take responsibility for a particular Baldrige category, they "own" the linkage among the three components of the application:

- Organizational Profile – What is important to the organization?
- Process categories – Based on what is important, what do we do, and how do we do it?
- Results category – Now that we've done it, were we successful?

**1. Sustainability Tool** – The Baldrige process helps document how business is done at the organization. The departure of a senior leader doesn't have to mean

we start all over again. The application describes how the organization operates, and a new senior leader is able to "hit the ground running" because processes are already in place to ensure sustainability over time.

**2. Improvement Tool** – While the application is being written, opportunities for improvement (OFIs) are already being identified, prioritized, and addressed. This set of cross-cutting OFIs ensures a cross-functional approach to improvement.

**3. Alignment Tool** – The Baldrige process helps move the organization past the "silo" mentality that sub-optimizes performance. Senior leaders can no longer view success in their functional area as sufficient – the Baldrige process requires a "systems view" of success. CEOs, Boards of Directors, and other stakeholders should view this as a key value of the process – because their responsibility requires a systems perspective.

**4. Recruitment Tool** – the Baldrige "application" is a great tool for recruitment of board members, senior leaders, and other key staff/stakeholders. Sharing the 50-page application (or just the Organizational Profile) with the request that they review the document helps them determine if this is an organization and an improvement culture in which they want to participate.

**5. Reward and Recognition Tool** – the Baldrige process has an award component to it. Whether through internal assessment or assessment at the local, state, or national Baldrige Award level, recognition of progress is a great method of encouraging leaders and staff to continue to progress on the performance excellence journey.

The Baldrige process allows leaders to view the organization as a synergistic whole. Getting started is the first step, and demonstrating the value of the Baldrige process is key to helping leaders understand why they should take that first important step.

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*Core Values Partners helps organizations focus, align, and accelerate their performance excellence efforts using the Baldrige Criteria for Performance Excellence.*

## VAHQ is Newest SPQA Partner



Virginia SPQA is pleased to announce its latest partnership with the Virginia Association for Healthcare Quality (VAHQ). Founded in 1977, VAHQ is the Commonwealth's premier professional organization for Health Care Quality professionals. Its membership is open to those in the areas of Risk Management, Quality Improvement, Quality Assurance, Case Management, Utilization Management, Medical Records, and others involved in the quality arena. The organization provides educational programs such as its Annual Conference and offers a networking opportunity for individuals in the field. Under the partnership, VAHQ members are eligible for certain registration discounts for Virginia SPQA events. You can learn more about VAHQ by visiting [www.vahq.org](http://www.vahq.org). ●