

# PERFORMANCE COUNTS

Spring 2011



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?

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- *Jo Lin Rohr, Board Chair*  
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## 2011 SPQA Award Cycle is Nearing Completion!

The 2011 U.S. Senate Productivity and Quality Award for Virginia program is nearly completed.

Individuals who were selected to be Examiners attended two days of training in Richmond in late January. The training provided the knowledge and skills necessary for Examiners to review, evaluate, and score a SPQA Application and to develop Feedback Comments that will highlight an Applicant's Strengths and Opportunities for Improvement.

A number of experienced individuals also attended a half-day of training immediately following the Examiner Training sessions. These were the Team Leaders, Assistant Team Leaders, and Team

Mentors, who guided the Examiner Team through the examination process; Scorebook Editors, who developed the Scorebooks that serve as the basis for the Final Feedback Report that will be delivered to the Applicants; and Judges, who oversee the entire process and ensure that the examination is conducted according to the SPQA process, and that the Final Feedback Report will enable the Applicant to achieve the next level of performance excellence.

In February, Examiner Teams completed the Independent Review Phase. The Teams met in mid-March and submitted their Consensus Scorebooks. The Teams submitted their Consensus Scorebooks to the Panel of Judges,

who recommended whether or not the Applicants should receive Site Visits. Site Visits were completed in April, and The SPQA Panel of Judges met in late May to recommend levels of award to be presented to the Applicants. Final Feedback Reports were delivered to Applicants in early June, and Examiner Teams will meet with Applicants in late June to discuss the Feedback Reports. The SPQA Community will gather September 7 & 8 for the annual Virginia Forum for Excellence and Awards Ceremony. See articles on Page 1, below, and on Page 2 for information regarding this year's Forum sessions. ●

## 2011 Forum for Excellence

### Workshops and Other Activities

This year's Virginia Forum for Excellence pre-Conference Workshops and Keynotes are described on Page 2. But there are other sessions and activities.

After the pre-Conference Workshops on Wednesday, September 7, an **Examiner Community Gathering** will be held for current and past Examiners. Topics will include programmatic updates and special presentations. Past and present Examiners are highly encouraged to attend what will be an informative and fun session. Invited guests include Dr. Harry Hertz and others from the Baldrige Performance Excellence Program.

Following the Examiner Gathering, please join us along with our special guest, Dr. Harry Hertz, Director of the national Baldrige



Performance Excellence Program at a **Welcome and Recognition Reception** to honor our Partners, Sponsors, and Examiners. The Recognition Reception is included in the conference registration.

Thursday, September 8, will see 12 workshops focusing on the Forum's theme of "Creating a Culture of Engagement." Thursday's sessions will include:

- **Creating Raving Fans**
- **Internal Customers Matter Too: Using VOC Methods to Understand and Meet Internal Customer Needs**

- **The Trust Factor - Role of Ethics, Integrity and Character in Building Engagement**
- **Using Social Media to Engage at all Levels**
- **Baldrige and SPQA: Much More Than an Award Application**
- **Creating a Customer Focused Organization**
- **Developing Lean Leaders**
- **Transforming Your Strategic Direction into Daily Life through Employee Engagement**
- **Building a Winning Dream Team Culture: Team Engagement, the 5th Metric**
- **Creating a Culture for Organizational Learning & Agility**
- **Creating A Sustainable Culture of Engagement**
- **Senior Leader Engagement: Moving Past Square One**

See [www.spqa-va.org](http://www.spqa-va.org) for full descriptions of these sessions. ●

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

# Coming Soon! The 2011 Forum for Excellence

*This year's Forum looks to be better than ever!*



Once again, the Virginia Forum for Excellence will prove to be a memorable event. This year's theme, "Creating a Culture of Engagement," addresses a topic that has lingered in the background far too long. Studies (for example, by the Gallup organization) have repeatedly shown that engagement – of employees, customers, suppliers, and other stakeholders – is a leading indicator of organizational performance. Now, on September 7 and 8, SPQA brings together a cast of subject matter experts who will show how engagement can energize an organization and drive performance excellence.

The Forum kicks off on Wednesday, September 7 with pre-conference workshops. Dr. Jan Garfield will present **An Explorer's Guide to the Criteria for Performance Excellence**, A full-day overview of SPQA Programs and a detailed discussion of the content of the Organization Profile and the seven Baldrige Criteria for Performance Excellence Categories. This session is designed for leaders and change agents of organizations interested in learning the details of the Baldrige Criteria for Performance Excellence and its application in the organization. **NOTE: this workshop satisfies SPQA Examiner Criteria training requirements.**

During the morning of September 7 Kim Humphrey will present **The Dos and Don'ts of Preparing a Discovery Self-Assessment**, a

half-day workshop focusing on how to conduct an SPQA Discovery Program self-assessment. Participants will learn how to focus their self-assessment material within the template provided and gain insights on how the value of this Program can be realized. This session is designed for individuals in organizations interested in improving their understanding of what is involved in participating in the Virginia SPQA Discovery Program.

Wednesday afternoon, Ken Smith will present **Strategy Development & Deployment - The Ultimate Change Management Tool**, a half-day workshop focusing on organizational strategy development and deployment based on requirements of the Baldrige Criteria for Performance Excellence. Attendees will develop an understanding of Baldrige Category 2 and how the Category serves as the overarching Change Management process for an organization. The session will explore the importance of integrating strategy development and deployment concepts with concepts in Category 4, Measurement, Analysis, and Knowledge Management. This session is designed for individuals interested in developing a better understanding of approaches to Strategy Development and Deployment and how those approaches or elements of them can be helpful to their own organization.



Thursday, September 8 is the Forum proper, beginning with the morning keynote by Jim Asplund. Mr. Asplund is coauthor of the book *Human Sigma: Managing the Employee-Customer Encounter*. As

founder and director of Gallup's Performance Impact Consulting, Mr. Asplund leads Gallup's worldwide research on the science of strengths. Mr. Asplund pioneered the research that resulted in Gallup's HumanSigma approach. He is the primary architect of the HumanSigma measurement system currently used by leading companies around the world to improve individual well-being, employee and customer engagement and organizational performance. **NOTE: Forum attendees receive a copy Human Sigma: Managing the Employee-Customer Encounter as part of the registration fee.**



At the Keynote Luncheon on Thursday, Ken Schiller will discuss the key elements that organizations typically need to outperform their competitors through a strong culture that is not only based on excellence, but calibrated to its mission. Mr. Schiller is co-owner of the Austin, Texas based K&N Management, which owns Mighty Fine Burgers, Fries and Shakes restaurants and is licensed developer for Rudy's Country Store and Bar-B-Q. One of the K&N sites has the distinction of being rated #1 in food sales per square foot of the more than 67,000 restaurants in Texas. In 2010, K&N Management became the first restaurant group to win the Texas Award for Performance Excellence and only the second restaurant group in history to receive the highest Presidential honor for quality and performance excellence, the 2010 Malcolm Baldrige National Quality Award.

The complete Virginia Forum for Excellence agenda can be found at the SPQA web site, [www.spqa-va.org](http://www.spqa-va.org).



**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 using the 2011-12 Criteria. 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.

This workshop is scheduled June 20&21 in Roanoke. See <http://www.spqa-va.org> for details. ●

## **SPQA Schedule of Events**

- 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
- November-December 2011 – Recruitment of Examiners
- December 2011 – 2012 Medallion Applications due
- January-February 2012 – Examiner Training

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

# **SPQA Update – 12 to Watch**

## **A Program for Virginia Small Business**



Earlier this year, members of the SPQA Board of Directors met with Virginia government officials to initiate the "12 to Watch" program.

The purpose of this program is to move Virginia small businesses by helping organizational owners/leaders look holistically at their organizations within the context of the Baldrige Criteria.

But most small businesses lack the resources (time, funds, personnel, and knowledge) to implement a "full-scale" Baldrige-based management infrastructure. The "12 to Watch" program was developed to help small businesses achieve and maintain performance excellence through a modified application of the Baldrige Criteria. Specifically, the Virginia SPQA's Discovery Program criteria are used to ask small business owners tough questions about how they are positioned relative to demonstrated performance excellence criteria of world class organizations.

"12 to Watch" is an initiative to promote the participation of, and provide Virginia SPQA Discovery Program technical assistance opportunities to twelve selected Virginia small businesses.

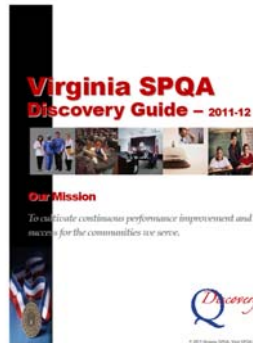
Eligible small businesses apply to become one of the twelve based on selection criteria. The criteria to become "one of the twelve" considers, among other factors, a small businesses' position today relative to high level requirements of the US Department of Commerce's Baldrige Criteria for Performance Excellence (CPE) as articulated through Virginia SPQA's Discovery Program. Small businesses selected to be one of the twelve are considered to be those poised for positive and

sustainable job growth in the Commonwealth.

Organizations assisting in the development and promotion of the "12 to Watch" initiative include the:

- Virginia Department of Business Assistance
- United States Small Business Administration
- National Federation of Independent Business
- Office of the Lieutenant Governor, Commonwealth of Virginia
- Virginia Business Magazine

Small businesses interested in becoming "one of the 12" are advised to thoroughly review the **Virginia SPQA Discovery Guide for 2011-12** prior to submitting an application to be one of the "12 to Watch."



The Guide and Self-Assessment Template are available for download from [www.spqa-va.org](http://www.spqa-va.org) and outlines the Program's methods, processes, and time commitments. (NOTE: Participation in the Discovery Program is available independent of "12 to Watch," an option that companies might also consider given the timing of this initiative relative to its current resources.)

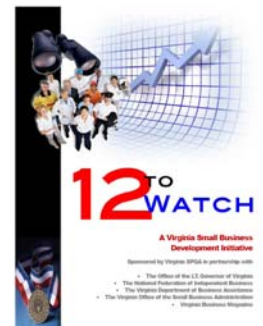
### **Why become "one of the 12?"**

While not an Award in the context of the traditional Virginia SPQA Recognition and Award Program associated with achieving the United States Senate Productivity and Quality Award, being named as one of the "12 to Watch" is an indicator that the business possesses certain fundamentals

to warrant promotion and assistance in a class of its own. Benefits include:

- Press and other promotion as a one of the "12 to Watch" small businesses in Virginia
- Discovery Program Participation fee waiver
- Discovery Program Self-Assessment "12 to Watch" one-day Training at no registration cost for two company attendees
- An assigned Virginia SPQA "Mentor" to consult during the Discovery Self-Assessment period
- Written Discovery Program Self-Assessment feedback from trained Examiners and a follow-up teleconference
- Promotion at the annual Virginia Forum for Excellence on September 7 and 8, 2011 in Richmond, Virginia along with two complimentary registrations

In addition to the prestige and promotion associated with becoming one of the 12, the benefits of Discovery Program participation are significant. At its heart, the Program provides a method to conduct a company self-assessment based on the nationally recognized Baldrige Criteria for Performance Excellence and receive written feedback from trained examiners. The results of the Discovery self-assessment and feedback process can serve as a catalyst for moving a small business to the next level in many ways. Many Discovery Program participants move forward and apply for the Virginia SPQA Medallion. ●





## The Performance Corner

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

*This article is submitted by Michael Novak, of the Center for Public-Private Enterprise, and Editor of "Performance Counts."*

*"Performance Counts" is looking for submissions for the Summer 2011 edition. To be considered, submit your article no later than August 11, 2011 to: [mike706160@aol.com](mailto:mike706160@aol.com)*

*Please limit submissions to 625 words.*

## The Trust Factor

### *The Role of Ethics, Integrity, and Character in Building Engagement*

The theme for this year's Virginia Forum for Excellence is "Creating a Culture of Engagement." What exactly is "engagement?" And why should anyone care about it?

When in doubt, consult the Glossary. The Glossary of the 2011-2012 Baldrige Criteria for Performance Excellence contains two definitions. In brief:

Workforce engagement is the extent of workforce commitment, both emotional and intellectual, to accomplishing the work, mission, and vision of the organization.

Customer engagement is customers' investment in or commitment to an organization's brand and product offerings.

Okay. So what? Why should an organization's leaders care about engagement?

Over the years, studies (e.g., by the Gallup organization) have repeatedly shown that workforce engagement is a leading indicator of organizational performance: As engagement increases, so do productivity, quality, customer satisfaction, and other measures of performance. As engagement decreases ... well, I think you get the picture.

More recently, studies have focused on engagement of stakeholders – customers, primarily, but also partners, collaborators, suppliers, key communities, and governance and oversight bodies as well.

So, it stands to reason that an organization's leaders would want to increase engagement – in all communities mentioned above. But how to do that?

Again, referring to the literature, studies show that oftentimes the primary determinant in workforce and stakeholder engagement is the

organization's leaders.

And the leading factor in leadership behavior that affects engagement is TRUST. Simply stated: How much do members of the workforce (and stakeholders) trust the organization's leaders?

Which leads to the question: How do leaders build trust?

Building trust is a complex issue, but it can be broken down into three elements:

- **Competence**
- **Caring**
- **Courage**

**Competence:** If you are a leader (or manager, or supervisor), are you proficient in the performance of your job? If not, are you striving to **achieve** proficiency? If you are proficient, are you always and everywhere seeking to **improve** your proficiency?

**Caring:** Do you have the best interests of your workforce and stakeholders in mind? Do you seek to develop your workforce? Do you treat them fairly and equitably? Does your organization seek to maximize the value added to your stakeholders? Do you seek to make them successful?

**Courage:** Will you, particularly in times of crisis, make the hard decisions and do what is legally and ethically right – irrespective of the consequences to you personally? Will you admit when you have made a mistake? Will you accept responsibility when things go wrong? Do you – always and everywhere – tell the truth?

This is a very brief introduction to the subject of engagement. Attend the Virginia Forum for Excellence on September 7 & 8 and you will hear a number of recognized experts in this field address the topic. See you there! ●

## SPQA On-Site Training

Can't wait until the June Criteria Workshop in Roanoke? Can't travel? Have a large group that needs training? Let SPQA come to you! SPQA currently is able to conduct the following

- **Meet Virginia SPQA** – A one-hour high-level overview of the SPQA programs and the Baldrige Criteria
- **A Layman's Guide to the Criteria for Performance Excellence** – A half-day overview of the SPQA programs and a brief introduction to the Baldrige Criteria
- **The Explorer's Guide to the Criteria for Performance Excellence** – A one-day overview of the SPQA Programs and a detailed discussion of the Organization Profile and Baldrige Criteria
- **An Inquirer's Guide to the Criteria for Performance Excellence** – A two-day overview of the SPQA Award Program and a detailed discussion of the Organizational Profile and Baldrige Criteria
- **Enhancing Your Organizational Profile Through Assessment** – A half-day overview of the SPQA Award Program and a detailed discussion of the Organizational Profile with special emphasis on conducting self-assessments
- **Unraveling the Mysteries of Category 7** – A half-day overview of the SPQA Award Program and a detailed discussion the relationships among Categories 1-6, Performance Measures, and Category 7 "Results."

Learn more about these sessions at [www.spqa-va.org/events](http://www.spqa-va.org/events). ●