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October Newsletter

Improving: Sharing Results

President's October Message

Greetings, Colleagues!

As I enter my third month as KyCPE's president, I'm excited to share that we will be going through our annual strategic planning process this month. This past year we submitted our own Baldrige application and we have been going through our feedback report. That feedback report will be essential in guiding our work over the next year.

This month's newsletter continues with the theme of improvement. Below, Eric Stephan-Neill gives us his perspective of sharing results. Given my role as Chief Performance Office for the Kentucky Department of Education, I can't state strongly enough the importance of sharing data throughout the organization. How

well do you analyze the levels and trends of your data? Do you know how your organization compares to others in your industry and even to other industries that may truly set the bar high for a given metric? Does your leadership team meet regularly to reflect on all this information and discuss how best to move forward based on results?

If you answered “YES” to all these questions, good for you! You are on the road to continuous improvement! If you feel you could probably do a little better with one or more of these, don’t worry, you’re in good company. Most organizations could not give a resounding YES to all these questions. Regardless, if you are collecting data, you need to be sharing it; sharing it internally and with your customers and stakeholders. Transparency will go a long way in showing your employees, your customers and your stakeholders that you are committed to integrity. No matter what the results, you will all work through it together and work to improve.

Karen Dodd, PMP
KyCPE President

Mark your calendar!

October 21 - Webinar hosted by Badrige Award winners (details below)

October 30 - Examiner applications due

Growth really does matter



Mary Greeley Medical Center fosters a just culture with a focus on open communication, high performance, and patient safety.

If you're interested in helping your community and organization - join our webinar on Wednesday, October 21st featuring President and CEO Brian Dieter, alongside Vice President and Quality Improvement Officer Karen Kiel Rosser.



New [#Webinar](#) ANNOUNCED - October 21, 4-5:30 p.m.!

This session will demonstrate how leaders at all levels respect those closest to the work and how their strategies engage the entire workforce to align their efforts and accomplish organizational priorities.

[#Baldrige](#) winners Brian Dieter and Karen Kiel Rosser will share their excellence with [Mary Greeley Medical Center's](#) journey from 2009 to the present, growing awards and performance levels that are at or near the top 10% of their peers nationally. Top performance levels include how they lead, engage customers and employees, how they create and deploy strategic plans and how they run daily operations.

There is something to learn here for everyone! Join us for one of the best opportunities to learn how organizational excellence happens! We've extended the session by 30 minutes to accommodate sufficient Q&A.

[Register on KyCPE's Website](#)

Becoming an Examiner: What's in it for you?

Becoming an examiner will boost your potential and teach you skills to enhance your value in the workplace! How? Examiners receive free professional development on how to assess and provide feedback to organizations using the internationally recognized Baldrige Criteria. This set of skills is in high demand by employers demanding practical solutions that will improve their organizational viability and sustainability. Many universities and colleges are including this material in their core curriculum to develop leaders in business administration, hospital management and school system leadership. Take the first step to develop yourself personally and professionally by completing the application by October 30.

[Examiner Application & Resources](#)

HQ Updates

It seems like the whole world is going virtual! The national performance excellence celebration, Quest for Excellence 2021, has announced that it will be an entirely virtual event. Kentucky and other states are following suit. Details on each virtual opportunity can be found by following the links below.

Pro Tip - Sharing Data

by Eric-Stephan Neill

Over the years I have worked for and consulted with many companies that struggled to identify the vital few measures, metrics and key performance indicators (KPIs) that help drive direction in monetizing or achieving the mission, vision and values (MVV) of the organization. As a young manager I often fought to present only good results so our team or department would be viewed in a favorable light. Only later in my career did I realize that such tribal behavior was not only unfair to the customer and overall organization, but worse, lead to masking the truth. So, what should we share, when should we share it, and how transparent should we be?

Let's start with transparency. Organizations should always strive for transparency, as it helps build trust among employees and customers. Exceptions include irrelevant measures, intellectual property and confidential data. It is possible to maintain transparency at differing levels based upon confidentiality – think about personal or banking information as examples.

Organizations should strive to share relevant measures and results as soon as they are available and validated – accuracy or relative accuracy is critical to ensuring value to released results. Results must be relevant to the operations and be presented in such a way that we are measuring against norms, standards or objectives. The purpose of the measurement is to improve. Relevant measures help us understand if we are improving, staying the course or retrograding –

otherwise, why bother?

Relevancy also has a time component. Results that are too old or too distant provide less value than those that are fresh and actionable. Hourly results, such as day-by-hour charts in lean manufacturing can provide insights and guidance to recovery options to meet objectives. Daily results are better than weekly, and so on – at the appropriate level. We might look to establish differing levels of detail and reporting cadence for operational staff, managerial staff and executives. There are those of us who need to see the trees in order to perform our work, while more senior personnel may need to see the forest. Results with too much detail may mask the directional steering that appropriate results should provide.

In conclusion, share results that are relevant and timely to the audience, while preserving privacy and confidentiality. Share results that are operationally and directionally relevant, enabling the enterprise to improve. Share the results of the vital few measures, metrics and KPIs that add value and support the MVV.

KyCPE Service Opportunity

KyCPE is actively recruiting committee members. We invite your inquiry into participating in any committees that interest you. If you are interested in a committee appointment, please contact the chair of the Human Resource Development Committee, Bob Gardner at Gardner0711@outlook.com or 859-806-9501.

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