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February Newsletter - Strategizing Through Change

President's Thoughts on Strategizing Through Change

We often hear how we are resistant to change, but we all know that we typically are only resistant to change we have no control over. The same may well be true for using change to create our strategy.

In business, what worked yesterday may not work tomorrow. In my hometown, many years ago, a company thought their buggy whips, which were popular and well regarded, could keep them in business. In short order, most horse buggies were replaced by horseless buggies, and the company suffered as a result.

In today's world, the change from buggy whips as a needed commodity to a mere curious tool would take place much faster. The average smart phone has a marketing life of six months or so and a total life of two years. So, what can we do to stay ahead of the curve? Embrace change as a driver of our strategy.

Can we leverage market and consumer data to determine the direction of consumers and customers? Can we engage in change thinking to determine what the next "great thing" will be? More and more, the answer is YES!

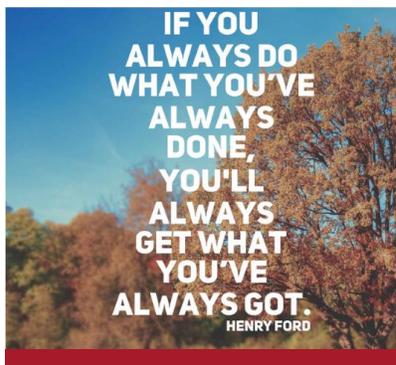
Change comes in all forms, and the annual strategic process we used in the past no longer serves as well as it once did. We can no longer take months to develop a strategic plan and then press our colleagues to implement – often with resistance. Workers are more readily available, and processes are more fluid through such process improvement methods as Lean Management and Six Sigma.

Knowing our true north, having fully identified and expressed our mission, vision and values (MVV), having the approaches and processes in place to normalize and standardize those efforts means we eliminate the waste of reinvention and are able to spend more time addressing the problem. Is our strategy still relevant? If not, what are we going to do about it?

Make no mistake. There is no magic bullet when it comes to strategy changes, but rather a methodically created process that is meant to identify what's important, eliminate waste, increase repeatability and amplify the power of forward thinking. Aligning initiatives to the MVV so they execute the strategies instead of competing with them brings about positive results and reduces friction and pain.

Change can be our friend and liberate us from the shackles of poor planning, convoluted processes, oversimplification and disappointment. Leveraging change processes to speed up strategy formation and execution provides a method to address customer needs more effectively and efficiently.

Eric-Stephan Neill
President, KyCPE



Upcoming Events

March 26 - Chicago Presentation (details below)

September 1 - letter of intent to apply due to KyCPE
(details found under "Improved Application Process")

September 18 - KyCPE Conference

Special Event!

On Thursday March 26, 2020 at the Hyatt Regency in Chicago, IL: Denise Haynes, Kenneth Maxik, and Maureen Washburn will present on "Using the Baldrige Performance Excellence and ISO 9001 Frameworks to Thrive in Uncertain Times". This program is being presented as part of the American College of Healthcare Executives annual Congress on Healthcare Leadership. The presentation will provide the rationale for engaging in a Baldrige journey, with a focus on leadership's role in creating the conditions for performance excellence

and using the strategic planning process to foster organizational alignment, integration and success.

Save the Date

What: [KyCPE Educational Conference](#)

Where: BCTC Leestown Road Campus Conference Center
164 Opportunity Way, Lexington KY 40511

When: Friday September 18, 2020

2020 Conference Theme: Leading for Performance Excellence

Speakers to include Malcolm Baldrige National Quality Award winners and others who have achieved organizational excellence. You won't want to miss this opportunity to network with and learn from innovative leaders! Register [here](#).

Examiner's Q & A

Rebecca Neill

Rebecca Neill lends her time to the examiner process on top of her day job with Clariant Corporation. Ms. Neill has been an examiner for four years, and this is her first time leading a team of examiners. Below are her insights about the benefits of becoming an examiner, along with tips for potential applicants.



Why did you decide to become an examiner?

I have always drifted towards quality and a high-level system approach regardless of my current role, title or organization. The Baldrige philosophy fits well with my natural tendencies. Using the Baldrige approach to organizational management ensures that the entity is strong and can endure the inevitable changes that turnover, regulations and just time in general bring.

What advice would you give to future examiners?

Do not expect that this will be an easy way to boost your resume. The work takes time and can be uncomfortable - frustrating even! - as the Baldrige

Framework often requires a different way of thinking about systems and processes relative to what most of us do every day. It is also one of the most rewarding challenges I have ever taken on. Being able to learn and grow professionally while also helping applicants to improve their organizations is a real win-win!

What advice would you give to future applicants?

Take the application process seriously, be honest (with yourselves and the examiner team) and give your leadership team time to work on the application *together*. If you are in the midst of one or more major implementations or transitions, consider postponing your application until the change is complete.

How has being an examiner benefitted you personally and/or professionally?

I have gotten to meet an incredible group of people through KyCPE, from fellow examiners to the Board to our amazing trainers from Quiet Excellence and the applicants as well. I don't know of a better way to find such an intersection of professions and skills (healthcare, quality, manufacturing, education, etc.). Working with all these people has enabled me to broaden my perspective and take a much more wholistic approach to opportunities for improvement both at home and at work. I also think the review and feedback writing process has really helped sharpen my communication skills.

HQ Update

Quest for Excellence Conference, March 24-27

Attending the [Quest for Excellence](#) conference will allow you to learn from the experiences of those who have outperformed their competition as they applied the national performance excellence framework to their business or school. Presenters share their journeys and answer questions to help you replicate their successes in your work.

KyCPE Services

KyCPE Consulting Group: A No-risk Way to Hire Professional Talent

Did you know that KyCPE offers consulting services to help your organization learn the “how-to” behind the Baldrige Excellence Framework? The framework asks questions in seven different areas on organizational performance, but there are no requirements for HOW to implement solutions.

In response to the missing “how-to,” KyCPE Consulting has worked with organizations to improve their operational performance. Since 2013, our work includes:

- Helping 27 Kentucky school districts improve processes and reduce costs in such areas as employee recruiting/hiring/training/retention, facilities management, improving student and staff attendance, improving financial systems, developing results dashboards and transportation.
- Forming School Transportation Systems (STS) to meet the demand for improved systems. STS is currently helping four Kentucky school districts improve their transportation systems, frequently reducing costs by 15% or more.
- Working with one manufacturing company to improve marketing and sales processes. The first-year results indicate a 600% increase in net income! Production and inventory control processes will be improved next.
- Developing marketing efforts to reach more of the manufacturing community.

Payment is only required for services after your organization has achieved improved financial results! We are paid a portion of those savings or increased revenues.

We welcome your inquiries as to how we can help your organization. Please contact Conley Salyer, Manager, Coaching/Consulting Services, at (859) 281-1171 or by using the email at the top of the newsletter.

Improved Application Process

The Kentucky Center for Performance Excellence (KyCPE) program annually recognizes organizations for their progress and achievement along the journey to performance excellence. The program is designed to encourage participation and recognition at four levels of maturity and allow organizations to participate at a

level that is appropriate to their progress along the journey.

The KyCPE utilizes the proven and internationally recognized Baldrige Excellence Framework from the Baldrige Performance Excellence Program. The criteria have three important roles in strengthening U.S. competitiveness:

1. Improve performance practices, capabilities, and results
2. Facilitate communication and sharing of best practices information among U.S. organizations of all types, and
3. Serve as a working tool for understanding and managing performance and for guiding planning and opportunities for learning.

To start your level 1 application, notify KyCPE at any time using the email at the top of this newsletter. You will be connected with an experienced examiner who will provide you with the simplified application/workbook. The examiner will travel to your organization to go through the workbook with your team. This on-site visit will take approximately six hours. After the site visit you will receive the partially completed workbook, which will be the start of your level 2 application.

Our level 2 application has also been improved. Level 2 applicants will be provided with a team facilitator. The facilitator will conduct a conference call with your senior leaders, and others at the request of the organization, on a monthly basis. The purpose of these calls is to assist with, and answer questions related to the application procedure. An organization going through this new process should anticipate spending around three hours per month for six months of team meetings in order to complete the level 2 application. After submission, A team of examiners will produce a feedback report highlighting your organization's strengths and opportunities for improvement. KyCPE will assign a contact to review the feedback report with you.

The intent to apply is due to KyCPE by September 1, and the completed application is due the first week of January. If you have any questions, the email at the top of this newsletter is an easy way to contact KyCPE.



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